United Nations A/65/346

General Assembly

Distr.: General
3 September 2010

Original: English

Sixty-fifth session
Items 130 and 137 of the provisional agenda*

Review of the efficiency of the administrative and financial functioning of the United Nations

Joint inspection Unit

Environmental profile of the United Nations system of organizations

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "Environmental profile of the United Nations system of organizations" (JIU/REP/2010/1).

* A/65/150.

10-50483 (E) 150910

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ENVIRONMENTAL PROFILE OF THE UNITED NATIONS SYSTEM ORGANIZATIONS:

Review of their in-house environmental management policies and practices

Prepared by

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Joint Inspection Unit

Geneva 2010

"In combating climate change I resolved that the United Nations should lead by example. On World Environment Day 2007 I mandated that we would use energy more efficiently and eliminate wasteful practices in our headquarters and offices around the globe. In New York I instructed that the Capital Master Plan for the new Secretariat building be a model of energy efficiency and green best practice.

All heads of United Nations agencies, funds and programmes have joined this effort. The United Nations system is collectively developing a climate-neutral approach for its premises and operations.

The responsibility for the future lies in our hands. Let change begin at home."

Foreword by the Secretary-General to "Moving Towards a Climate Neutral UN - The UN system's footprint and efforts to reduce it", United Nations Environment Programme, 2009

EXECUTIVE SUMMARY

Objective: the objective of this report is to assess the environmental policies and practices of the secretariats of the United Nations system organizations on their sustainable use of resources, including energy consumption, in light of their mission to promote relevant internationally accepted environmental conventions. The report highlights best practices and identifies norms and benchmarks of the business policies and measures to be promoted throughout these organizations and their partner entities and organs.

Main findings and conclusions

The report contains twelve recommendations, three addressed to the General Assembly, four to the Secretary-General, and five to executive heads of United Nations system organizations, the implementation of which should contribute to an enhanced role for the United Nations system to lead by example in improving its internal in-house environmental management.

- This report has taken into consideration the lessons learned and good practices developed not only within the United Nations system, but also in other international organizations that have been achieving climate neutrality and enhancing their environmental profile through greening initiatives which encompass reduction of CO_2 emissions, sustainable procurement, building management, water and waste management, and moving towards environmental management systems (EMSs).

- Overall, the report reveals that a variety of viable means and initiatives already exist within the system which will improve environmental performance, drawing on technological progress in energy use and production, and environmental protection and sustainability, leading to considerable cost savings.

- However, these actions are being developed in a piecemeal manner as the organizations of the United Nations system lack a formal and systematic framework for an integrated in-house environmental management system based on explicit legislative mandates and applicable environmental norms and standards, as well as administrative and managerial leadership at the senior level. Many secretariats of United Nations system organizations are still far from their commitment to "practice what you preach" as they are not sure whether and how they should apply the multilateral environmental agreements (MEAs) which their Member States have adopted.

- Coordination between the organizations of the United Nations system on the climate-neutral initiative has produced a system-wide accounting framework for CO_2 emissions and a critical mass of networked environment managers across the system. This is a landmark asset for a seminal contribution by the United Nations system towards the adoption of broader in-house environmental management policies to improve its environmental profile, and thus motivate by example Member States and other stakeholders to undertake more sustainable environmental management.

Recommendations for consideration by legislative organs

- **Recommendations 2, 3 and 11** which are directly addressed to legislative organs for action, call for the General Assembly to monitor and support the efforts of the Secretary-General to enact, develop and implement in-house sustainable policies through e.g. implementation of EMSs along the lines of the ISO 14001 standard,

climate neutrality, energy savings and use of new sources of energy, sustainable procurement, and waste and other resources management, inter alia, and to increase the accountability of the organizations vis-à-vis Member States in this area. The General Assembly should also periodically review the application of principles and policies on in-house environmental management.

- Regular reporting to the General Assembly on the state of implementation of the climate neutral initiative is recommended to identify further administrative and budgetary implications of such environmental measures, and in particular carbon offsetting, in order for the General Assembly to support their implementation with the concurrence of Member States (**Recommendation 3**). The General Assembly should also request the Secretary-General as Chairman of the United Nations System Chief Executives Board for Coordination (CEB), to promote sharing of information on experience and best practices for enhancing the environmental management and performance of their organizations through a peer-review process among the members of the Environment Management Group (EMG) (**Recommendation 11**).

Other findings and recommendations

- A key finding of the report is the pivotal role to be played by the Secretary-General as Chairman of the CEB, as reflected in **Recommendations 1, 5 and 7** of the report. These recommendations call on him to take initiatives within the United Nations system to (a) compile and streamline existing instruments and guidelines on in-house environmental management, (b) launch an internal carbon offsetting mechanism to save brokerage and other costs for the purchase of certified emission reductions (CERs) issued by the Clean Development Mechanism, and (c) issue a CEB statement designed to promote not only achieving climate neutrality, but also the implementation of all MEAs by the secretariats of the organizations. This would consist in the adoption by CEB member organizations of overall environmental management policies and EMSs adapted to their respective needs.

- In order to consolidate the impact resulting from the implementation of the above-mentioned recommendations to the Secretary-General, **Recommendation 12** calls for him to inform Member States, staff and the public, with the support of the Department of Public Information (DPI), of the results of the strategies adopted, developed and implemented.

- Last but not least, the coordinated effort across the system to strengthen the environmental strategy, and the resulting improvement in environmental performance, undoubtedly requires the participation and endorsement of the executive heads of all the organizations, with respect to applicable environmental norms and standards and administrative and financial procedures. In particular it will be important for the executive heads to endorse and abide by those standards and procedures applicable to sustainable procurement and to improve interaction with host countries (**Recommendations 4, 6, 8, 9 and 10**). A set of proposed actions is identified as follows:

    - Facilitate the carbon offsets of organizations for air travel and improve the monitoring, accounting and reporting on these actions by using the existing environmental management accounting (EMA) guidelines developed by the Department of Economic and Social Affairs (**Recommendation 4**).

- Promote the greening of United Nations premises in line with the local conditions of the host countries. To this end, host country agreements with United Nations system organizations could include voluntary annexes to help improve environmental performance in their offices in line with the best local environmental practices. They should also encourage sustainable procurement of goods and services integrated with local supply chains in the host countries, in order to avoid adversely affecting the interests of particular stakeholders or specific country groups (**Recommendations 6, 8 and 10**).

- Identify common norms and standards applicable to in-house environmental management based on best practices identified in United Nations system organizations such as the World Bank, United Nations/Department of Field Support, the Department of Peacekeeping Operations and the United Nations Environment Programme and make staff members fully aware of and responsible for such a policy to ensure its effective implementation (**Recommendation 9**).

CONTENTS

			Page
	EXECUTIVE SUMMARY		iii
	ABBREVIATIONS		xiii
Chapter		*Paragraphs*	
I.	INTRODUCTION	1 - 6	1
	A. Background	1	1
	B. Objective and scope of the report	2	1
	C. Methodology	3 - 6	2
II.	ENVIRONMENTAL MANAGEMENT WITHIN THE UNITED NATIONS SYSTEM	7 - 136	3
	A. History	7 - 20	3
	B. From the climate-neutral United Nations initiative towards an environment-friendly profile of the United Nations system	21 - 58	6
	C. Major housekeeping issues: challenges and responses	59 - 136	14
III.	SYSTEM-WIDE GOVERNANCE AND COORDINATION OF ENVIRONMENTAL MANAGEMENT	137 - 160	32
	A. Adoption of environmental management systems	148 - 155	33
	B. Leading by example: the advocacy role of the United Nations system	156 - 160	35

Annexes

I.	Principles, policies and guidelines on in-house environmental management used by United Nations system organizations	37
II.	Sustainable procurement: policies, guidelines and status of implementation across United Nations system organizations	40
III.	Greenhouse gas emissions, reductions and carbon offset purchases in United Nations system organizations	44
IV.	Methodology for environmental management system	56
V.	Overview on action to be taken on recommendations	57

ABBREVIATIONS

CBD	Convention on Biological Diversity
CDM	Clean Development Mechanism
CEB	United Nations System Chief Executives Board for Coordination
CER/s	Certified emission reduction/s
CFCs	Chlorofluorocarbons (ozone-depleting refrigerants)
COP	Conference of the Parties
CSD	Commission on Sustainable Development
CTBTO	Preparatory Commission for the comprehensive Nuclear-Test-Ban Treaty Organization
DESA	Department of Economic and Social Affairs (United Nations)
DFS	Department of Field Support (United Nations)
DPI	Department of Public Information (United Nations)
DPKO	Department of Peacekeeping Operations (United Nations)
DTIE	Division of Technology, Industry and Economics (UNEP)
EA	Environmental Accounting
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America
EMA	Environmental Management Accounting
EMAS	European Union Eco-Management Audit Scheme
EMG	Environment Management Group (UNEP)
EMS	Environmental Management System
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GHG	Greenhouse gas
GRI	Global Reporting Initiative
HFCs	Hydrofluorocarbons
HLCM	High-level Committee on Management
HLP	High-level Panel
HVAC	Heating, ventilation and air conditioning
IAEA	International Atomic Energy Agency
IAPSO	Inter-Agency Procurement Services Organization
ICAO	International Civil Aviation Organization
IEA	International Energy Agency
IEC	International Electrotechnical Commission
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
ILO	International Labour Organization
IMG	Issue Management Group (EMG)
IMO	International Maritime Organization
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
ITU	International Telecommunication Union
JPOI	Johannesburg Plan of Implementation
LEED	Leadership in Energy and Environmental Design
MDGs	Millennium Development Goals
MEAs	Multilateral environmental agreements
MoU	Memorandum of understanding
NGOs	Non-governmental organizations

OCHA	Office for the Coordination of Humanitarian Affairs (United Nations)
OECD	Organisation for Economic Co-operation and Development
OIOS	Office of Internal Oversight Services (United Nations)
PCBs	Polychlorinated biphenyls
SCP	Sustainable consumption and production
SUN	Sustainable United Nations (UNEP-SUN)
UNAMA	United Nations Assistance Mission in Afghanistan
UNCCD	United Nations Convention to Combat Desertification
UNCTAD	United Nations Conference on Trade and Development
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UNOPS	United Nations Office for Project Services
UNOV/VIC	United Nations Office at Vienna/Vienna International Centre
UNU	United Nations University
UNWTO	World Tourism Organization
UPOV	International Union for the Protection of New Varieties of Plants
UPU	Universal Postal Union
WFP	United Nations World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. INTRODUCTION

A. Background

1. In 2008, the secretariats of the United Nations Environment Programme (UNEP), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Meteorological Organization (WMO), suggested that the Joint Inspection Unit (JIU or the Unit) include in its programme of work a review of the internal policies and practices of the organizations of the United Nations system (the organizations[1]) which are aimed at improving energy efficiency, decreasing energy consumption, measuring carbon footprint and climate neutrality.[2] In response, the Unit conducted as part of its programme of work for 2009, a review of the internal environmental policies and practices of the secretariats of the organizations across the United Nations system.

B. Objective and scope of the report

2. In the fulfilment of the objective set out in the executive summary, this report provides an insight into the following aspects of the environmental policies and practices of the organizations:

- The legislative basis for the development and implementation of in-house environmental management policies and practices, such as the strategy for a climate-neutral United Nations, and the extent to which the current greening initiatives are based on clear intergovernmental mandates;
- The status of implementation of in-house environmental management systems (EMS - see box 1 below for a definition) by the organizations;
- Applicable common norms and standards and review of sources of international norms and standards, such as multilateral environmental agreements (MEAs), from which a common framework, either on a legal or moral basis, could be developed and by which organizations could abide;
- Leading by example, including examples of initiatives undertaken by secretariats which are conducive to establishing high standards which could serve as models for Member States and secretariat partners;
- Identification and assessment of potential cost implications for Member States and the expected cost-effectiveness of measures to improve the in-house environment;
- Governance measures required for governing bodies to promote implementation of these measures.

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[1] For the purpose of this report, "the organizations" means the organizations of the United Nations including United Nations funds and programmes, specialized agencies and the International Atomic Energy Agency.

[2] "'Climate neutrality' is defined by the entire set of policies that an institution uses when it estimates its known greenhouse gas emissions, takes measures to reduce them, and purchases carbon offsets to 'neutralize' those emissions that remain." report of the Annual Meeting of the United Nations Environment Management Group (EMG/AM.07/11), annex II, para. 10.

C. Methodology

3. The review covers all JIU participating organizations, as well as selected environmental conventions and international organizations for benchmarking and "lessons learned" purposes. In accordance with the internal standards and guidelines of the JIU and its internal working procedures, the methodology followed in preparing this report included a preliminary desk review, questionnaires, on-site interviews and in-depth analysis. Detailed questionnaires were sent to participating organizations as well as selected non-participating ones. On the basis of the responses received, the Inspectors conducted interviews with officials of the participating organizations and also sought the views of a number of other international organizations. Comments from all these organizations on the draft report have been sought and were taken into account in finalizing the report.

4. In accordance with article 11.2 of the JIU statute, this report was finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.

5. To facilitate the handling of the report and the implementation of its recommendations and the monitoring thereof, annex V contains a table indicating whether the report is submitted to the organizations concerned for action or for information. The table identifies those recommendations relevant for each organization, specifying whether they require a decision by the legislative or governing body of the organization, or can be acted upon by its executive head.

6. The Inspectors wish to express their appreciation to all who assisted them in the preparation of this report, and particularly to those who participated in the interviews and so willingly shared their knowledge and expertise.

II. ENVIRONMENTAL MANAGEMENT WITHIN THE UNITED NATIONS SYSTEM

A. History

7. Since the establishment of UNEP in 1972, the United Nations system has brought about many international environmental cooperative policies. Ensuring environmental sustainability is one of the Millennium Development Goals (MDGs). Furthermore, during the past 40 years the United Nations system has been instrumental in the development and adoption of some thirty global MEAs for the promotion of worldwide environmental protection, as well as fifteen occupational hazard conventions on protection in the work environment.[3] However, both policies and institutions of the system have become fragmented and specialized[4], thus weakening the coordinative functioning of its environmental governance (e.g. to ensure synergies among the MEAs).

8. In addition to their substantive functions to promote compliance with and implementation of international environmental norms and standards, the secretariats of the organizations are in the process of developing, or have implemented, various in-house measures to reduce the environmental impacts of their activities. They have been motivated to do this in order to practice what they preach by ensuring sustainable management of their own resources.

9. The potential importance of their achievement may be understood by noting that the total level of expenditure of the system reached US$ 29.9 billion in 2007,[5] and the overall procurement volume – goods and services combined – of United Nations agencies during 2008 amounted to US$ 13.6 billion.[6] The salient features of current system-wide environmental issues faced by the secretariats are: (a) the promotion of standards, policies and practices for in-house environmental management, and (b) motivating by example Member States and related stakeholders to practice sustainable use of resources.

10. The former relates to:

(a) Managing CO_2 emissions

(b) Addressing energy savings

(c) Greening procurement (sustainable procurement)

(d) Water management

(e) Buildings management

(f) Waste management

(g) Implementing an environmental management system (EMS, see box 1).

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[3] Joint Inspection Unit report, "Management review of environmental governance within the United Nations system" (JIU/REP/2008/3), pp.32-34.

[4] Ibid., p.iii. See also para. 4 for the definition of international environmental governance.

[5] See A/63/185, table 3, p. 69.

[6] UNOPS, 2008 Annual Statistical Report on United Nations Procurement, (2009), p.3, available at http://www.ungm.org/Publications/Documents/ASR_2008.pdf.

Box 1: Definition of an environmental management system (EMS)

According to the International Organization for Standardization (ISO), an environmental management system (EMS) is part of the management system of an organization used to develop and implement its environmental policy and manage its environmental aspects (i.e. the elements of the activities or products or services of an organization that can interact with the environment). A management system is a set of interrelated elements used to establish policy and objectives, and to achieve those objectives. A management system includes organizational structure, planning activities, responsibilities, practices, procedures, processes and resources.

Source: International standard ISO 14001 Environmental management systems - Requirements with guidance for use. Second edition 2004-11-15, P.2.
N.B. Based on ISO 14001, UNEP developed the UNEP-FIDIC-ICC environmental management system training resource kit available at http://www1.fidic.org/resources/environment/.

11. The first attempt by an intergovernmental environmental forum to establish system-wide in-house environmental policies and measures was the adoption of UNEP Governing Council decisions 18/10 of 1995 and 23/8 of 2005.

12. In these decisions, the Governing Council requested its Executive Director to consider and recommend strategies for the promotion of best practices in environmental housekeeping, for use by UNEP at its headquarters and in its regional offices, and to advise and encourage the rest of the United Nations system to develop and apply similar strategies for continually improving their own environmental performance and promoting sustainable development. The Governing Council further requested the Executive Director to encourage bodies within the system in their respective regular reports, to report on the ways in which they have applied and observed the principle of good environmental housekeeping and the targets they have set themselves in this regard.

13. In 2001, the Board of Auditors suggested that UNEP take the initiative in bringing to the attention of the United Nations System Chief Executives Board for Coordination (CEB) the possibility of developing a framework to implement environmental policies in the United Nations system. This recommendation requests UNEP to develop a policy framework for managing its own operations in an environmentally friendly manner (recycling, energy consumption, environmental aspects in procurement etc.) and to share it with the other organizations in the United Nations system.[7]

14. In addition, as indicated in this report, other United Nations organizations have adopted decisions, policies and instruments related to environmental management in general, and to carbon management and sustainable procurement, in particular. A number of guidelines, manuals, and internal management guides have been produced (see annex I). These were generated through:

[7] Environmental Management Group (EMG), "Background Paper on Sustainable Procurement and Environmental Management Programmes for the UN System", September 2004 (EMG 8/7), available at http://www.unemg.org/Portals/27/Documents/MeetingsDocs/IMG/SusProc/DOC_8_7.pdf.

- The Marrakech process on sustainable consumption and production coordinated by UNEP/Sustainable United Nations (SUN)[8] and the Department for Economic and Social Affairs (DESA);

- The United Nations Development Programme (UNDP)/Inter-Agency Procurement Services Office (IAPSO) Working Group on Procurement to formulate sustainable procurement guidelines;

- The work of the Environment Management Group (EMG), an inter-agency coordination body, on sustainable procurement guidelines;

- The climate-neutral United Nations initiative led by the Secretary-General.

15. There exist only a few intergovernmental guidelines in this field. Uncoordinated ad hoc efforts at developing guidance documents have taken place in some of the organizations but there is no centralized collection of these documents.

16. Most of the environmental measures implemented by the secretariats are not based on any specific guidance and are not documented in a clear and transparent way. These measures are often the result of a member of staff or a manager's own initiative based on his/her evaluation that it is "the right thing to do". Hence, staff members are acting on their own and often lack the knowledge and support to effectively integrate environmental concerns into their decision-making process.

17. Since the creation of the EMG in 2001, the United Nations system has endeavoured to promote system-wide programmes to harmonize in-house environmental management for sustainable procurement, waste disposal and energy savings. Despite these efforts, ad hoc intergovernmental decisions and internal guidelines on environmental housekeeping and management continue to be scattered. Most of the senior officers interviewed stated that their staff did not have in-house rules and regulations readily available to address their environmental concerns.

18. These officers feel that the secretariats of the various MEAs should develop guidelines to help the organizations integrate the objectives and requirements of the MEAs into their environmental housekeeping practices. For example, the guidelines developed in 1997 by the UNEP Industry and Environment centre (UNEP IE) OzonAction programme, "Saving the Ozone Layer: Guidelines for United Nations Offices"[9] provide a good example that translates internationally agreed texts into practical guidelines for the internal environmental management of organizations.

19. The UNEP secretariat informed the Inspectors that its SUN facility is also providing technical support to the CEB High-level Committee on Management (HLCM) networks concerned and the EMG through its integrated Issue Management Group (IMG), to develop in-house guidelines and recommendations on climate neutrality and sustainable procurement in this regard. At the moment, the work has started within the Inter-Agency Network of Facility Managers, the Information, Communication and Technology Network, the HLCM

[8] The mandate of Sustainable United Nations (SUN) is to support organizations in achieving these objectives, through the delivery of tools, methodologies and advisory services, essentially addressed to the United Nations and large public organizations at country level.
[9] Available at http://ozone.unep.org/Events/saving_ozone_layer.pdf.

Procurement Network and the Inter-Agency Travel Network (although this is not a formal HLCM network).

20. The CEB and EMG will arrange for these guidelines to be shared by Member States, CEB member organizations and recognized stakeholders, as a means of giving visibility to environmental management within the United Nations system. The following recommendations will facilitate coordination and knowledge sharing among the organizations.

Recommendation 1

The Secretary-General as Chairman of the United Nations System Chief Executives Board for Coordination, should:

(a) Assemble systematically and update intergovernmental instruments and internal guidelines on in-house environmental management with the assistance of the EMG and under the guidance of author bodies;

(b) Ensure that the CEB streamlines these documents into common guidelines to serve as a basis for developing in-house environmental management systems adapted to the respective needs of the organizations of the United Nations system;

(c) Submit a periodic report to the General Assembly on the progress made on the development of principles and policies applicable to in-house environmental management.

Recommendation 2

The General Assembly should periodically review the application of principles and policies on in-house environmental management on the basis of the report of the Secretary-General on this subject.

B. From the climate-neutral United Nations initiative towards an environment-friendly profile of the United Nations system

1. Climate-neutral United Nations initiative: background

21. The climate-neutral United Nations initiative was launched on 5 June 2007, World Environment Day, when the Secretary-General announced his plans to make United Nations Headquarters climate neutral and environmentally sustainable. He added that this initiative should include the other United Nations headquarters and offices around the globe.[10]

22. In a letter to the executive heads of all United Nations agencies, funds and programmes, dated 9 July 2007, the Secretary-General asked them to join him in this effort.

[10] Department of Public Information, press release available at http://www.un.org/News/Press/docs/2007/sgsm11028.doc.htm.

He further asked the Executive Director of UNEP, Chair of the EMG, to accelerate the work of the EMG in this regard, to encourage all United Nations agencies, programmes and funds to participate, and to submit a draft decision for consideration by the CEB.[11] He managed to get approval for 17 new Professional staff posts dealing with climate change under the United Nations regular budget in the biennium for 2008-2009, thus apparently facilitating better coordination on climate neutrality within the United Nations.

23. His call was followed progressively by many organizations across the system, each at a different pace and with different measures of implementation. It provided a basis for those organizations to improve their environmental profile and lead by example. The Secretary-General of the United Nations Conference on Trade and Development (UNCTAD) was the first to officially adhere to this initiative. Executive heads of other organizations have taken similar or even stronger implementation measures, either by promoting internal and external awareness-raising through training materials and workshops to reduce emissions, or soliciting guidance from their governing bodies on their own in-house climate neutrality strategy.[12]

24. In October 2007, the collective response of the system was articulated through a decision of the CEB, entitled "Moving towards a climate-neutral UN". The executive heads of the organizations committed themselves to making their operations and travel climate neutral. In particular, they undertook, with an end of 2009 deadline, (a) to estimate the greenhouse gas (GHG) emissions of their organizations, consistent with accepted international standards; (b) to undertake efforts to reduce greenhouse gas emissions to the extent possible; and (c) to analyze the cost implications and explore the budgetary modalities — including consulting with governing bodies as needed — of purchasing carbon offsets to eventually reach climate neutrality.[13]

25. The organizations of the system have developed an accounting framework for measuring their CO_2 emissions and harmonizing reporting procedures. It consists of two types of emissions: for aviation and for all other sources, such as buildings. The International Civil Aviation Organization (ICAO) developed the GHG calculators of emissions from air travel and aviation sources, assisted by user feedback from EMG member organizations. The calculators covering other sources were developed by the EMG with the support of UNEP/SUN. The Department of Field Support (DFS) contributed to the development of software, together with assistance from the United Nations Logistics Base in Brindisi for data analysis and compilation. DFS, the Food and Agriculture Organization of the United Nations (FAO), the International Finance Corporation (IFC), UNDP, UNEP/SUN, the United Nations Population Fund (UNFPA) and the World Bank participated in examining beta versions of the tool developed. The World Resource Institute and the World Business Council for Sustainable Development were commissioned to provide the original methodology as well as revised emission factors.

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[11] EMG, "Initiative on sustainable procurement in the UN", September 2007 (EMG/AM.07/09), available at http://www.unemg.org/Portals/27/EMG_09%20Procurement%20Analytical%20Paper.pdf.

[12] The Office of the United Nations High Commissioner for Refugees (UNHCR), the International Civil Aviation Organization, the International Labour Organization, the International Maritime Organization (IMO), the Universal Postal Union and the United Nations Educational, Scientific and Cultural Organization. The executive head of IMO advised that 10 per cent of the travel budget was identified as a possible source of funds for the purchase of offsets.

[13] Statement of the Chief Executives Board for Coordination on Moving towards a climate-neutral UN, available at http://www.unemg.org/climateneutralun/Portals/24/Documents/CEBStatement.pdf.

26. The Secretary-General published the results of this process in a document entitled "Moving Towards a Climate Neutral UN – The UN system's footprint and efforts to reduce it" submitted by UNEP at the Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) at its 15th meeting in Copenhagen in December 2009 (COP 15).[14] According to that report, the total emissions of 49 organizations, including United Nations funds and programmes, amounted to 1.741 million tonnes of CO_2 equivalent in 2008 (see annex III).

27. Costs for the purchase of certified emission reductions (CERs)[15] vary in the market: on the basis of actual transactions made by the United Nations Office at Nairobi (UNON) on behalf of UNEP, the annual cost for carbon offsets by the United Nations system is estimated to rise to US$ 34.2 million[16] a year if the total emissions of the United Nations system were to be offset in the carbon markets through the purchase of CERs issued by the Clean Development Mechanism (CDM) of UNFCCC.

28. When discussing this initiative, the Executive Director of UNEP indicated the importance of the United Nations leading by example, that the initiative was both symbolically important and administratively possible, and that the steps envisaged made economic sense.[17] UNEP itself committed to becoming climate neutral by 2008, which it did by reducing emissions and offsetting residual ones. Details on measures taken on carbon offsets across the system can be found in annex III.

29. Moving the United Nations system towards climate neutrality requires collective action and coordinated decisions. To that end, a network of climate-neutral focal points linked by a website[18] has been set up across the organizations to implement the initiative and to keep methodologies and measures up to date and harmonized among them.

30. Furthermore, Sustainable United Nations (SUN), a UNEP initiative established in February 2008 in response to the Secretary-General's call, aims to support the United Nations and other organizations in achieving climate neutrality and overall sustainability in collaboration with DESA.

31. Despite the early successes in the implementation of the United Nations climate-neutral initiative, no common understanding has been reached as to the long term commitment of the United Nations system to climate neutrality and how it can be implemented and regularly financed. The initiative has often been perceived as a personal agenda of the Secretary-General as it has never been discussed and endorsed in administrative and financial terms by Member States through the established General Assembly mechanisms. In particular, actions such as purchasing carbon offsets have direct

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[14] Available at http://www.unemg.org/sustainableun/Portals/41/documents/UNperformance/CNUN_report_scr.pdf .

[15] Certified emissions reductions (CER) are a "certificate" just like a stock. A CER is given by the Clean Development Mechanism (CDM) Executive Board to projects in developing countries to certify they have reduced greenhouse gas emissions by one tonne of carbon dioxide per year.

[16] Calculated as 1.741 million tonnes of CO_2 equivalent emissions x US$ 19.62. The latest purchase of carbon offsets by the United Nations Office at Nairobi (UNON) was at US$ 19.62 per tonne in August 2009.

[17] Statement of the Chief Executives Board for Coordination, "Moving towards a climate-neutral United Nations", CEB/2007/2, annex II, available at http://www.unemg.org/climateneutralun/Portals/24/Documents/CEBStatement.pdf.

[18] EMG, list of climate-neutral focal points, available at: http://www.unemg.org/climateneutralun/Home/ClimateNeutralFocalPoints/tabid/761/Default.aspx.

administrative and cost implications which need to be properly addressed and defined. If the United Nations wishes to pursue its climate-neutral initiative, it should clearly spell out its scope, cost implications and funding sources. In the light of this, the Inspectors recommend the following to enhance the accountability of the organizations.

Recommendation 3

The General Assembly should request the Secretary-General to report by its sixty-sixth session on the current status of implementation of the climate-neutral initiative and its contribution to improving the environmental profile of the United Nations system, including identification of administrative and budgetary requirements to support its implementation, and seek guidance from Member States on the management framework and financing of resources required for its implementation.

2. Emissions reduction and the role of carbon offsets

32. The climate-neutral initiative has aimed to give a lead to the international community through its in-house efforts on environmental management. Although the 1.741 million tonnes of CO_2 emissions per annum[19] of the United Nations system account for a marginal part of global emissions, the message that the system could send by demonstrating its will and ability to become climate-neutral would be symbolically important to the international community.

33. In so doing, the current inventories of the United Nations organizations, which essentially cover CO_2, should be expanded to cover all greenhouse gas (GHG) emissions. The organizations should also contribute to an overall reduction in greenhouse gas emissions through both reduction and offsetting of emissions. The CEB is already committed to achieving the goal of climate neutrality "by reducing emissions first and then offsetting the remainder through the purchase of offsets from the Clean Development Mechanism, that meet high international standards of additionality, transparency and verification and which promote sustainable development in developing countries".[20]

34. Therefore, as a matter of principle, the organizations should identify all the emissions of the six primary categories of greenhouse gases defined in the Kyoto Protocol[21] and exhaust the means available to reduce them. The Inspectors found two types of effort made by the secretariats to implement this principle: (a) the UNEP ozone component work to help reduce the use of chlorofluorocarbons (CFCs) in United Nations offices and alternatives which have global warming effects, such as hydrofluorocarbons (HFCs) (one of the above-mentioned six gases), through the application of the UNEP IE Guidelines (see paragraph 18 above); and (b) participation in infrastructure building and investment in energy saving and production of new and renewable sources of energy (e.g. by solar panels) as reported in paragraphs 71-75

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[19] This may be compared with estimated annual volumes of project-based transactions of the voluntary carbon market of 54 million tonnes and the carbon market (Primary CDM and JI Markets combined) of the Kyoto Protocol Clean Development Mechanism of 409 million tonnes in 2008 (Source: "State and Trends of the Carbon Market 2009", World Bank. p.31).

[20] See footnote 17 above.

[21] Annex A specifies carbon dioxide (C02), methane (CH4), nitrous oxide (N20), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF6).

below, in particular in paragraph 72. Emissions avoided and/or reduced by these internal efforts should be subtracted from the total emissions so as to identify the remainder to be offset.

35. For example, UNEP informed the Inspectors that on the basis of the inventory of its annual GHG emissions, it purchased a total of 11,508 CERs (equivalent to 11,508 tonnes of CO_2e) through a CER provider from two CDM projects carried out in developing countries. The CERs thus obtained financed the cost of the projects and permitted UNEP to offset its GHG emissions in 2008. At the discretion of the Executive Director, the cost for the purchase has been charged to the core budget of the UNEP Environment Fund.

36. The Inspectors compiled 14 cases of purchase of carbon offsets by the organizations (annex III). Most of them concerned emissions produced by the air travel of participants in important international events such as the Summit on Climate Change (September 2009) and were funded by voluntary contributions. One notable exception is a call for expression of interest issued by the United Nations Procurement Division to vendors in the requisition of CERs, which might have involved the use of regular budget funds.

37. Buying carbon offsets falls within a possible range of actions taken towards achieving the overall goal of mitigating climate change at the global level. Nevertheless, it is often criticized as being a tool to purchase "peace of mind" as it is made in an ad hoc fashion without due consideration for the total net GHG emissions of the organization concerned.

38. Due to the lack of a formal administrative framework to implement carbon offsets, so far their purchases have been managed on an ad hoc basis. The administrative costs (e.g. staff time, consultancies) linked to the quantification of carbon emissions of the various organizations and the offset purchasing processes have not been clearly reflected as such in the budgets of most organizations.[22] Moreover, the cost of the purchase of the carbon offsets is not homogeneously accounted for across the system. The Inspectors have not been able to sort them out either in the attribution of budget lines used for this purpose, or in terms of sources of financing.[23]

39. For the time being, the organizations have reported the costs of offset purchasing in the budget lines corresponding to the type of activity originating the offset (e.g. travel, meetings, etc.), as reported in the Secretary-General's report to COP 15.[24] The Inspectors consider that this approach is reasonable in the absence of a formal procedure to address these costs.

40. DESA's guidance on environmental management accounting, as explained in paragraph 133 below, should also be implemented to better capture the costs of environmental management. The following recommendation would enhance controls and compliance through using transparent budgetary mechanisms.

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[22] One notable exception is the addition of 17 Professional staff posts, see para. 22 above.

[23] See annex III on cases of carbon offsets across the United Nations system.

[24] See footnote 14 above.

Recommendation 4

The executive heads of the organizations, in consultation with the Chief Executives Board, should:

(a) Put in place common administrative and financial guidelines to integrally record and report in the proper budget lines those expenditures incurred both in reducing CO_2 emissions and in purchasing carbon offsets for the implementation of the Strategy for a climate-neutral UN; and

(b) Improve the measurement and reporting of the environmental practices and expenditures of their organizations through the use of the environmental management accounting document developed by the United Nations/DESA so as to better disclose financial and environmental decisions.

41. The Inspectors inquired of the procurement experts of the secretariats as to the costs and administrative burdens of carbon offset falling on them. They were not well-versed in how to go about calling for bids, dealing with private brokers and assessing the viability of the offset projects they finance. They were also quite unaware of the scale of the fees charged by brokers. In some cases, the spread of vendors' bids varied by 100 per cent.

42. Taking into account the considerable potential financial implications of offsetting all emissions,[25] an internal mechanism could be set up based on coordination and synergies within the system between those United Nations system entities desiring to obtain CERs from relevant CDM projects and those services at UNFCCC responsible for the management of the projects. By internally clearing United Nations-generated offsets via the purchasing of carbon offsets through the CDM and with advice from the secretariat of UNFCCC, carbon offsetting could be achieved in a least costly and most efficient manner, obviating the costs for offset brokering.

43. In addition, there would be a win-win result for such a strategy. Under this scheme, the costs incurred in offsetting emissions would be allocated to CDM projects that are not often attractive to private firms, but are high in development priorities and effective for alleviating poverty and promoting sustainable development in the most vulnerable countries.

44. To move towards such a formal framework, the United Nations could promote specific criteria in the selection of CDM projects that would be applied to the internal clearance of CERs within the United Nations system. These criteria could be based on their potential for alleviating the vulnerability of, and bringing sustainable development impact to, least-developed countries. This has also been suggested by the Secretary-General's recent report presented to COP 15 indicating support for specific geographical regions among the possible criteria for selecting CDM projects (chapter 4, p. 30). This would avoid the brokerage fees for CERs in the private market, while benefiting developing countries at a time of scarcity of resources for development activities. In the light of the above, the following recommendation would achieve significant financial savings for the system.

[25] On the assumption that in the current CER market, brokerage fees charged to buyers and success fees for sale of CERs represent respectively around 3 per cent and 10 per cent of the deal, annual costs for transactions would be over US$ 4.4 million, which illustrates the order of savings that could be achieved by the proposed internal carbon offset mechanism.

Recommendation 5

The Secretary-General, acting as Chairman of the Chief Executives Board, in close coordination with the Executive Secretary of UNFCCC and with the assistance of the Environment Management Group, should launch an internal clearing-house mechanism to offset those emissions that cannot be reduced through in-house environmental measures by using the Clean Development Mechanism without prejudice to carbon offsets made through the existing mechanisms and/or initiatives already under way within the United Nations system.

45. One issue that requires clarification is the relationship between the emissions of the United Nations and those of their respective host countries under the Kyoto Protocol and any successor arrangement to it. During the review, this issue was raised by officials of organizations at different locations. The interviewees wondered whether responsibility for the reduction in emissions made by their organizations rests with the host countries when the latter cannot exercise any managerial responsibility over these emissions. In fact, emissions by the international organizations have never hitherto been identified as such, and have been buried in national emissions under UNFCCC and the Kyoto Protocol, as long as these emissions take place within national boundaries. Unless they are specifically identified as such, the issue of possible double accounting of emission reduction and offsets persists. A clear framework for emissions accounting and coordination of emissions control and reduction between host countries and United Nations system organizations is lacking in the current standard host country agreements. Most of the host country agreements were agreed long before awareness of environmental challenges became an issue.

46. It should also be noted that under the Kyoto Protocol (article 2.2), the parties shall pursue reduction and limitation of emissions of greenhouse gases from aviation and marine bunker fuels through the work of ICAO and IMO. Although these organizations have yet to determine the attribution of emissions from international aviation and shipping among the parties, multilateral schemes eventually to be set up will implement global offsets of emissions based on international funds for greenhouse gas emissions[26] through the imposition of carbon taxes on transboundary aviation and shipping. This would certainly obviate carbon offsetting of emissions from travel by international organizations.

47. The possible imposition of air travel carbon taxes and carbon taxes in general by certain member countries, such as France, which host international organizations (e.g. UNESCO, UNEP/DTIE) will affect to some extent the financial situation of the organizations. It remains to be seen whether the host countries will waive these taxes due from the organizations, or how the costs paid by them would be accounted for to avoid double payments.

48. Furthermore, the Inspectors identified the need for the support of host countries to help achieve not only climate neutrality, but also the greening in general of the organizations, which is addressed in paragraphs 80-85 below.

49. With a view to contributing to enhanced coordination and cooperation in implementing a carbon neutral strategy, the Inspectors would recommend the following.

[26] For example, proposals by Denmark and other countries at the IMO for an international fund for greenhouse gas emissions from ships (document MEPC 60/4/8, 18 December 2009).

Recommendation 6

The executive head(s) of organization(s) should negotiate, wherever appropriate, with the host country(ies) where their respective organizations are located agreements providing for support by the host country for the implementation of the plans and policies of United Nations system organizations to green their premises and offices, ultimately to be added as an annex to the headquarters agreement.

3. Core missions of United Nations system organizations vs. compliance with environmental goals

50. It is common knowledge that air travel is the largest source of CO_2 emissions of the organizations, accounting for 48 per cent of the total. In many organizations, that share rises to more than 80 per cent due to the high number of missions and the nature of their operations.

51. Practical examples were given in areas of humanitarian aid and food delivery, as well as in peacekeeping. In these areas, the use of lower carbon-emitting transport (e.g. land transport) would not be the most appropriate in all cases for effectively delivering timely assistance. Air transport is often the only means of securing access for humanitarian assistance and food supply to the affected population, and rapid deployment of contingents to the peacekeeping theatres.

52. In capacity-building and training-related activities, videoconferencing facilities might not fully substitute for direct interaction. Technical cooperation activities require on-the-job training in the field in developing countries. The technical and communications environments are not often propitious for the transfer of knowledge, in the absence of prior interpersonal relationships and consequent basis of confidence.

53. In cases of conflicting priorities between achieving the direct mandate of the organizations and contributing to the environmental goals of the United Nations system as a whole, the interviewees made it clear that the interests of the beneficiaries of their activities would be the determining factor.

54. **In light of the above, the Inspectors are of the view that the Secretary-General, acting as Chairman of the CEB, should ensure that the organizations, with the support of UNEP and the EMG, should establish clear criteria for implementing and evaluating their efforts to achieve the goals of the Strategy for a climate-neutral United Nations taking into account the core mandate and the nature of the activities they carry out.**

4. Beyond climate neutrality: an environment-friendly profile for the United Nations

55. While the climate neutrality initiative has undoubtedly had a positive effect in promoting best in-house environmental practices, it is limited to an environmental issue much focussed on by the media. Climate change is not the only serious threat to the environment.

56. In the interviews held with representatives of MEA secretariats and other environment-related bodies, the Inspectors were informed of the lack of adequate support by the senior

leaders in the CEB for the implementation of their conventions. According to them, the implementation of the United Nations environmental conventions by the secretariats of United Nations system organizations would be the best advocacy of leading by example, beyond the goal of climate neutrality, for Member States and other stakeholders. For example, applying a series of technical guidelines on hazardous waste disposal from the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal to their own in-house management should be a natural moral obligation for the organizations, if not a legally binding one.

57. In their view, the lopsided prospects of resource increase in the climate change field and the lack of high-level support for other environmental fields would not favour the retention of capable staff in the latter, or the optimum allocation of human and other resources between them.

58. **The Inspectors are of the view that the experience gained through the process of coordinating the climate neutrality initiative is a landmark asset for a seminal contribution by the United Nations system to successfully broadening the coverage and performance of the environmental profile of the United Nations system, drawing upon the different relevant mandates of the MEA secretariats.**

C. Major housekeeping issues: challenges and responses

1. Current situation

59. The Secretary-General's call for climate neutrality prompted the various secretariats to look into not only their carbon management practices but to consider more generally their in-house environmental management practices covering building management, sustainable procurement, energy savings, paper recycling etc.

60. During their various missions, the Inspectors inquired about the management of these issues with the staff of the United Nations and other organizations based in Geneva, Montreal, Nairobi, New York, Paris, Rome and Vienna.

61. The Inspectors identified a number of salient features of the in-house environmental management of these organizations, details of which are set out in sub-sections (a) to (g) below.

(a) Enhanced awareness by the secretariats and staff members of the need for greening their organizations

62. As a result of the Secretary-General's call for a climate-neutral and sustainable United Nations, all the organizations have established focal point officers on the United Nations climate-neutral network, although only a few of them have been hired on a full-time basis. Some organizations have established organizational frameworks to implement in-house environmental management. FAO has established the Senior-level Green Advisory Group and the Expert-level Green Task Force; and the Universal Postal Union (UPU) has its Environment and Sustainable Development Programme dealing with all aspects of sustainable development.

63. Staff members in the various organizations are showing a strong willingness to contribute to the greening of their secretariats. Staff associations in a number of organizations are spearheading efforts to reduce greenhouse gas emissions, recycle and lower paper

consumption. The employee-run "Step-by-Step" group at the Gigiri compound in Nairobi has initiated a series of greening initiatives and is contributing to raising the awareness of fellow colleagues on environmental issues. In Rome, FAO has benefited from increased staff awareness enhanced by the "Going Green Group". ESCAP in Bangkok extensively uses its "Green Boards" to inform staff of its environmental performance.[27] In New York, a Headquarters Green Team was recently created, involving interested staff from different departments. In February 2009, the Director General of the World International Property Organization (WIPO) launched the Carbon Neutrality Project [28] with the concurrence of member States. It involves working groups of staff members from a variety of backgrounds, including staff of the International Union for the Protection of New Varieties of Plants (UPOV), advising him on the improvement of environmental management of the premises, awareness-raising, waste management and daily commuting. For the Inspectors, such momentum and positive spirit are conducive to the adoption of EMSs in the organizations.

(b) Development of in-house environmental management systems

64. Many organizations are about to adopt in-house environmental plans and policies along the lines of the ISO 14000 standards.[29] This will provide an operational framework for monitoring, measuring and improving environmental performance on an ongoing basis. FAO has adopted an EMS, consistent with the requirements of ISO 14001 and is close to presenting a corporate environmental policy to its governing body. UNON achieved ISO 14001 compliance for all printing services in its Division of Conference Services and its Administrative Services is investigating the possibility of ISO 14001 compliance for the Facilities Section by the end of 2010.

65. In Vienna, many senior officials, building managers and procurement officers interviewed confessed that they were not well-versed in the environmental management system and that the environmental measures they had undertaken were often based on their own evaluation. However, benefiting from a high level of public environmental consciousness in the host country, they have adopted many proactive measures in recent years to improve the environmental and cost performance of Vienna International Centre (VIC): the installation of motion-detectors for lighting and of more efficient water faucets; use of recycled paper and segregation of waste for recycling purposes.

66. The Building Management Services (BMS) of the United Nations Industrial Development Organization (UNIDO) is responsible for the entire building management of the Centre, and has replaced façade window panes since 2001 and made considerable savings in energy (see box 2 below).[30] All these efforts were not perceived as constituting environmental management, and were implemented without any increase in the budgets of the organizations. In fact, these measures will lead to important reductions in recurring costs (e.g. lower energy use).

67. The Inspectors also noted that many managers had the perception that implementing an EMS was burdensome. However, once they realized that they were in fact already

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[27] See footnote 14 above, p. 28.
[28] "Progress report on the Carbon Neutrality Project" WO/GA/38/11, 17th August 2009.
[29] The ISO 14001 is one of the standards for environmental management systems providing any business, regardless of size, location or income with a process to establish a plan to reduce its environmental footprint and to decrease the pollution and waste it produces. The most recent version of ISO 14001 was released in 2004 by the International Organization for Standardization (ISO).
[30] See footnote 14 above, p. 23.

implementing many components of an environmental management system, this perception tended to change and was replaced by the question: "What should we do next then?" This gives comfort to the Inspectors as it indicates that the United Nations system is ripe for the introduction of EMSs in the secretariats.

68. In view of the foregoing, the Inspectors are convinced that the time has come for each of the organizations to systematize their in-house environmental policies and work towards adopting EMSs suitable to their conditions and needs. In this respect, the Secretary-General should continue to assume his leadership role to ensure the adoption and implementation of in-house environmental management policies within the United Nations system, which may be called a United Nations environmental policy[31] aimed at setting objectives and targets to help improve in-house environmental performance in the organizations.

69. He should exert his leadership not only for achieving climate neutrality, but also in promoting the implementation of all multilateral environmental agreements (MEAs) undertaken by the secretariats of the organizations. He should also issue a statement through the CEB promoting compliance by these secretariats with all MEAs, and strive to assist them in implementing relevant in-house measures within a couple of bienniums so that they permeate to the smallest offices of the United Nations.

70. The following recommendation would enhance coordination among the organizations on the development of in-house environmental policies:

Recommendation 7

The Secretary-General, acting as Chairman of the Chief Executives Board, should:

(a) Extend his leadership, with the assistance of the Executive Director of UNEP, in promoting system-wide overall in-house environmental management policies;

(b) Issue a statement of his initiative through the CEB towards defining a time-bound common framework for in-house environmental strategies designed to promote compliance by its member organizations with all multilateral environmental agreements;

(c) Ensure that each executive head of CEB member organizations establishes, implements, and improves an environmental management system adapted to their situation and based on an environmental management policy.

(c) The improvement in facilities and building management and related cost savings

71. The organizations under review have achieved considerable improvements in the energy efficiency of their buildings through better design and insulation, more efficient lighting and HVAC[32] equipment and installation of double-glazed windows and solar panels.

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[31] In this context, "environmental policy" should be construed in accordance with the definition provided by ISO 14001: "overall intentions and direction of an organization related to its environmental performance as formally expressed by top management". The environmental policy provides a framework for action and for the setting of environmental objectives and environmental targets.

[32] Heating, ventilation and air conditioning.

The same applies to the reduction in water consumption, implementation of waste disposal policies, and the review and implementation of sustainable procurement (see box 2 below). Some organizations have expressed an interest in tackling the removal of contaminants (e.g. the Economic Commission for Latin America and the Caribbean (ECLAC)).

72. Sizeable investments have been made in recent years to reduce energy consumption and GHG emissions and to improve the overall environmental performance of infrastructures. These initiatives are in some instances envisaged in the capital master plans of the secretariats. Of note, United Nations Headquarters has embarked on "Cool-UN" initiatives and energy-saving measures in the context of the renovation of the Headquarters building under the Capital Master Plan. The United Nations Office at Geneva (UNOG) is participating in the TetraEner-City of Geneva project to use lake water to cool offices.[33] In Vienna, the replacement of all windows was a major achievement. FAO has implemented the refurbishment of premises to improve its environmental performance in waste management and pollution control, as well as energy saving through new HVAC systems, despite its financial stringency. To some extent, these initiatives have benefited from funds made available to improve the security of the site.

73. Throughout the system, organizations aim at conforming to some recognized authoritative standards and benchmarks, and seek third-party certification, such as the Leadership in Energy and Environmental Design (LEED) certification for the design, construction and operation of high-performance green buildings. [34] United Nations Headquarters and ECLAC in Santiago are seeking LEED silver-level recognition for the green component of their refurbishment efforts.

74. The new office facility currently being built on the Gigiri compound in Nairobi is designed to be as green as possible, and energy neutral by 2011, which will be the first building of its kind in East Africa. Given the ideal Nairobi climate, no mechanical heating or cooling is required, relying instead on maximum natural ventilation and natural light. The ICAO headquarters in Montreal was one of the first LEED gold-rated buildings built in Canada.

Box 2

Major repairs in building management: the improvement in facilities and building management and related cost savings

Renovation of United Nations Headquarters in New York and the upgrade of all major building systems, including electrical, plumbing, fire suppression and HVAC systems are conducted pursuant to the Capital Master Plan and will allow application of the latest environmental technologies at the highest energy-efficiency standards. The following improvements are expected: (a) at least 50 per cent reduction in total energy use; (b) at least 65 per cent reduction of energy for heating and cooling; (c) at least 45 per cent reduction in CO_2 emissions; (d) removal of ozone-depleting refrigerants (CFCs); (e) use of reduced GHG

[33] "UNOG's green project to use lake water to cool offices" available at http://www.unog.ch/unog/website/broker.nsf/(httpPages)/759ED269BA0AB7A8C125760B00456E31?OpenDocument&unid=5562355D4417A43F80256F04007174DB.

[34] Leadership in Energy and Environmental Design (LEED) Green Building Rating System™.

HVAC coolants; (f) 40 per cent reduction in water use; (g) rainwater harvesting; (h) removal of hazardous materials, etc.[35]

The UNIDO Building Management Services has replaced façade window panes resulting in energy savings for heating (27 per cent), cooling (17 per cent), and total annual cost savings of EUR 300,000 to 450,000. In addition, nearly 43,000 light fixtures were replaced in 4,500 offices, garages and staircases. This has halved electricity consumption for lighting and saved EUR 250,000 a year.[36]

UNON is building a new office facility in 2009/2010 that features a significant number of environmental aspects including: (a) absence of mechanical heating and cooling as maximum natural ventilation and natural light will be used; (b) rainwater harvesting and solar thermal heating; and (c) installation of solar voltaic panels. All these measures will reduce energy and natural resources consumption and related costs. Moreover, the new building is designed to be energy-neutral, and will likely generate excess electricity that could be used to power the other buildings in the compound, increasing savings in electricity purchases.

75. In Rome, the new building for the International Fund for Agricultural Development (IFAD) was conceived and designed before the Secretary-General's call for climate neutrality; it complies with the LEED gold standard and is ready to apply for a platinum rating.

(d) Lessons learned from capital master plans

76. In the context of capital master plans, environmental considerations and budget considerations go hand in hand, given that improving energy efficiency generates environmental benefits and financial savings. Hence, the implementation of capital master plans for major construction, refurbishment and major improvements has provided a good opportunity for the organizations concerned to integrate environmental considerations into related decision-making processes.

77. This has been particularly the case regarding the energy efficiency of buildings via improved design and insulation, more efficient lighting and HVAC equipment and the installation of solar panels.

78. **The Inspectors are of the view that every time an organization has to make infrastructure investments they must include environmental design and construction considerations so as to improve environmental performance within the context of its own environmental management system.**

79. An example of good practice is the approach adopted by the UNIDO BMS, which used a special fund for maintenance and building management that allowed it to plan and implement major multi-year repairs and renovations based on a life-time span of the equipment to be introduced. This could be replicated by other organizations planning and implementing multi-year refurbishment projects taking into account environmental considerations.

[35] See footnote 14, p. 22.
[36] Ibid., p. 23.

(e) Development of greening policies in locations where the organizations manage common support services

80. In 2007 UNEP, together with UNON, conducted an "Initial Environmental Review" through a consultancy company[37] on its current environmental aspects and performance, to develop environmental programmes to improve performance and recommend further steps necessary for the implementation of an environmental management system (EMS) for the entire Gigiri compound. The review addressed "direct environmental impacts arising from activities on the Compound", and also considered "indirect environmental impacts occurring outside the Compound, such as procurement of material and supplies, and waste management". Thanks to the presence of UNEP headquarters and the on-site availability of its experts, UNON seems the most advanced of the United Nations locations on the path to EMS implementation.

81. UNON provides common support services for UNEP and UN-Habitat and participates in the development of UN/Kenya common support services for country offices of all United Nations system organizations and interested non-governmental organizations (NGOs). However, the Inspectors were informed that there has been no discussion and agreement among these organizations on promoting environmental management in those common services in which they participate.

82. In Geneva, the International Environment House (IEH), where many convention secretariats are based,[38] has set up an environmental management committee. The IEH has implemented a system to sort waste to improve re-use, recycling and appropriate treatment. Although the IEH has proposed to assist UNOG in implementing a similar system at the Palais des Nations, UNOG has not followed suit as of now due to financial and human resource constraints. The IEH also publishes "environmental tips" to raise the awareness of staff on environmental issues. This is practised in many organizations, including FAO and ICAO. The United Nations System Offices in Brussels, shared by 14 different agencies, has also got Brussels-based eco-certification through the leadership and coordination of UNEP Brussels.[39]

83. At UNOG, office circulars on rational energy consumption have been issued to regulate the temperature in offices, promote energy saving, use recycled paper, and call upon staff to abide by a series of prohibitions such as restrictions on the use of personal heating, kettles and air-conditioning devices. This will require changes in behavioural patterns and the working habits of staff.[40] In the opinion of the Inspectors, this type of directive would lead to a stronger level of implementation in the future if coupled with awareness-raising and sensitization campaigns involving staff and managers, modelled on the best practices of awareness-raising campaigns undertaken at the IEH.

84. The Inspectors also identified synergies in managing common support services among the organizations based in Rome and Vienna. In Rome, a joint electricity tender in 2009 (FAO, the World Food Programme (WFP) and IFAD) opted for 100 per cent renewable energy certificates (RECs), up from 25 per cent in 2008.

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[37] Environmental Resource Management, South Africa (http://www.unep.org/sustainability/docs/InitialEnvReview_FinalReport.pdf).

[38] Including the secretariats of the Rotterdam, Stockholm and Basel conventions.

[39] "Entreprise Eco-Dynamique" by Bruxelles Environnement for UN House, rue Montoyer 14, Brussels

[40] For example, see Information Circular No. 21 of 20 October 2009 (IC/Geneva/2009/21).

85. In Vienna, the United Nations Office at Vienna (UNOV) has undertaken the upgrading of its building infrastructure taking into account environmental considerations. Because the buildings are owned by the host country, and environmental considerations and investments were not specifically addressed in the headquarters agreement, UNOV had to come to a specific agreement with the Government of Austria on how to share the costs of the upgrades. Moreover, these organizations and ICAO informed the Inspectors that they are unable to ensure that their suppliers are effectively applying the environmental regulations of their host countries, as required by contracts when supplying goods and services to them. The cooperation of the host country in that regard is highly necessary. (**Recommendation 6 above addresses support by the host country for the implementation of their in-house environmental policies.**)

Recommendation 8

The executive heads of those organizations participating in the United Nations centres common support services in the locations where their premises and offices are established should agree to introduce environmental considerations based on local best practices and adopt an environmental management system to be mainstreamed into the management of their common facilities and building and procurement services.

(f) Ambiguity of applicable environmental norms and standards

86. The environmental policies and practices carried out by United Nations organizations have been the result of changing times. Host country governments, public opinion and the "green" movement have all exerted influence on them.

87. The question arises as to what environmental standards the organizations should abide by. Many organizations are not sure whether and how they should apply MEAs, intergovernmental instruments (e.g. the Johannesburg Plan of Implementation (JPOI) and the Millennium Development Goals) and other international environmental norms or standards formulated within and outside the United Nations system, including International Organization for Standardization (ISO) standards.

88. Legally speaking, intergovernmental organizations are not parties to MEAs. However, the Inspectors were informed of a number of criteria and policies practised by the organizations to define the legislative basis and common norms and standards applicable to their in-house environmental management systems. The most clear-cut policy is the World Bank Operational Policy 4.01 approved by the World Bank Board.[41] Paragraph 3 of this policy states, among others, that the Bank takes into account the obligations of the recipient country pertaining to project activities, under relevant international environmental treaties and agreements, and does not finance project activities that would contravene such country obligations, as identified during the environmental assessment.

89. The Executive Director of UNEP also informed the Inspectors that his programme aims to adhere to and incorporate the objectives of relevant MEAs and other international instruments if they are relevant to its in-house environmental practices. The main reason

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[41] http://go.worldbank.org/DZDZ9038D0.

behind that position is an honest will to "practise what one preaches" and a strong sense of corporate social responsibility as the United Nations environmental pillar.

90. The Department of Peacekeeping Operations/Department of Field Support (DPKO/DFS) Environmental Policy for United Nations Field Missions of 2009 also provides one of the best practices that could be replicated across the organizations (see box 3).

Box 3: DPKO/DFS Environmental Policy for United Nations Field Missions

Environmental issues at the mission will normally be subject to national laws and regulations governing the environment in general.

Where there are no relevant national laws and regulations governing environmental issues, international obligations under international environmental treaties to which the host country is a party will provide the standards of conduct with which the mission will need to comply.

International environmental treaties, environmental norms and standards agreed at the United Nations or at intergovernmental conferences organized by the United Nations will provide practical information for the mission to establish minimum standards to achieve its environmental objectives.

References listed in section E (of the policy) should be the minimum standards that missions consider when establishing environmental objectives and procedures.

91. The headquarters agreements usually provide a useful framework for consideration. While paying due attention to legal considerations, the usual practice of the organizations is to conform to host country laws and regulations as much as is practicable. It is worth noting that the pattern and intensity of consumption of energy and other resources is highly influenced by the location of an organization.

92. UNESCO does not seek explicitly to integrate applicable MEA requirements into its management practices, on the understanding that the host country laws and regulations that it applies are in conformity with the headquarters agreement (article 5, point 3), and ultimately ensure compliance with the MEAs, as the national legislation provides for compliance with those ratified by the country. In quite a number of domains the organization has chosen not to have its own internal regulations (safety, fire safety, health, hygiene, construction, renovation etc.) and applies host country regulations and norms. Moreover, in general, equipment and related technical specifications have to comply with French regulations in force at the time.

93. The Inspectors believe that the organizations should define the legislative basis and common norms and standards applicable to their in-house environmental management system, based on best practices identified within the system. But it is up to each organization to determine the standards it wishes to adhere to, taking into account United Nations internal rules and guidelines, relevant MEAs, local conditions, including the environmental laws and regulations of the host countries, as well as any other environmental norms and standards, such as those adopted by international standard-setting organizations (ISO, the International

Electrotechnical Commission (IEC),[42] LEED, EMAS,[43] etc.). Closer collaboration could be established with ISO to provide information on standards that may be of interest and benefit to the United Nations system. Advice from ISO could also be sought on possible resources for the training of United Nations staff involved in the development and implementation of in-house environmental measures.

94. The Secretary-General should also ensure that all United Nations staff are trained in such a way as to be able to respond to the in-house environmental policy and guidelines of the organization, making them aware of this policy and its requirements. This could be supported by mandatory online training, such as the "Integrity Awareness Programme", "Prevention of Workplace Harassment, Sexual Harassment, and Abuse of Authority in the Workplace", and Safety and Security Learning Programmes[44] which have proved successful in raising awareness amongst United Nations staff on all such issues.

95. The following recommendation could contribute to increased accountability of the organizations to Member States.

Recommendation 9

The executive heads of the Organizations of the United Nations system should define, where appropriate in consultation with their governing bodies, the legislative basis and common norms and standards applicable to their in-house environmental management system, based on best practices identified within the system. They should also ensure that their respective staff are fully aware of and responsible for this policy through the promulgation of internal instructions and information accessible to all.

(g) Possible cooperation with the International Organization for Standardization on applicable norms and standards

96. Most United Nations system organizations have signed memorandums of understanding (MoUs) with ISO for assistance to be provided by ISO during training workshops held by these organizations to build the capacity of developing countries in implementing ISO standards. ISO has been working closely with the United Nations but the training capacity of ISO has never been used to service the United Nations secretariats themselves.

97. **The Inspectors are of the view that the Secretary-General, acting on behalf of the member organizations of the Chief Executives Board, should discuss signing an MoU with ISO to gain insights into the full range of voluntary international standards that might be considered by the United Nations system, to acquire appropriate knowledge on ISO environmental and environmentally related standards, and to help build the understanding and capacity of staff dealing with EMSs in particular.**

98. In this context, the Inspectors were informed by the Secretary-General of ISO that his organization is ready to review a number of ISO subjects where the United Nations system could realize important organizational benefits. A non-exhaustive list of relevant standards

[42] The International Electrotechnical Commission (IEC) is a not-for-profit, non-governmental international standards organization that prepares and publishes international standards for all electrical, electronic and related technologies – collectively known as "electrotechnology".

[43] European Union Eco-Management Audit Scheme.

[44] Basic and advanced security in the field e-training courses.

initiatives for United Nations organizational implementation include: ISO 26000, guidance on social responsibility (publication anticipated in Q4 2010); ISO 50001, energy management system requirements and guidance for use (anticipated in early 2011); ISO 31000, risk management principles and guidelines (2009); and ISO 28000 series on security of the supply chain.

2. Experience in the field of sustainable procurement[45]

99. During the five years from 2004 to 2008, the overall combined volume of procurement in goods and services of the United Nations system organizations more than doubled from US$ 6.5 billion to US$ 13.6 billion. Of note, procurement from developing countries and countries in transition exceeded 50 per cent of the total procurement in both 2007 and 2008. The organizations started developing statistics on sustainable procurement in 2008, but have yet to publish figures.[46]

100. In view of its procurement volume, the United Nations has an impact on the economic, environmental and social fabric where it conducts its operations. Acknowledging this, the United Nations is increasingly attentive to promoting environmentally and socially sustainable development through its procurement and operations.[47]

(a) Mandate and legal basis for sustainable procurement in the United Nations system

101. The need for including sustainable development considerations in procurement practices is recognized in Agenda 21 (chapter 4.23) and reiterated in the United Nations Guidelines for Consumer Protection (as expanded in 1999).[48] While Agenda 21 focuses on the purchasing policies of governments, paragraph 54 of the Guidelines states that "Governments **and international agencies**[49] should take the lead in introducing sustainable practices in their own operations, in particular through their procurement policies. Government procurement, as appropriate, should encourage development and use of environmentally sound products and services" (see annex II).

102. The Plan of Implementation of the World Summit on Sustainable Development, approved in September 2002, encourages the relevant authorities to take sustainable development considerations into account in public procurement and to "promote public

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[45] For the purposes of this report the following definition of sustainable procurement is retained: " Procurement is called sustainable when the organisation uses its own buying power to give a signal to the market in favour of sustainability and bases its choice of goods and services on: (a) economic considerations: best value for money, price, quality, availability, functionality; (b) environmental aspects, i.e. green procurement: the impacts on the environment that the product and/or service has over its whole life-cycle, from cradle to grave; and (c) social aspects: effects of purchasing decisions on issues such as poverty eradication, international equity in the distribution of resources, labour conditions, and human rights." UNEP, Sustainable procurement in the UN system - report prepared for the Environment Management Group as requested in September 2004, available at http://www.unemg.org/Portals/27/Documents/MeetingsDocs/IMG/SusProc/Procurement_GC23.pdf.

[46] See footnote 6 above.

[47] Ibid.

[48] Available at http://www.un.org/esa/sustdev/publications/consumption_en.pdf.

[49] Emphasis added by the authors.

procurement policies that encourage development and diffusion of environmentally sound goods and services". This applies to "relevant authorities at all levels".[50]

103. The "Consolidated List of Products", updated yearly by the United Nations,[51] gives the organizations a mandate to carry out sustainable procurement as it provides them with day-to-day guidance on the purchase of safe products whose consumption shall be permitted. This list serves as a basis for the compilation of the budgets of the organizations and the quality of the goods and services to be purchased.

(b) Development of system-wide sustainable procurement policies

104. In 2006 IAPSO updated its Common Guidelines for Procurement by Organizations in the UN System.[52] Based on these guidelines and other documents, it has addressed environmentally sustainable procurement via the development of tools and training and awareness initiatives (see box 4).

Box 4: IAPSO's leadership on sustainable procurement

- IAPSO published "The Green Office Initiative" in 1995, a booklet providing advice to procurement staff.[53]
- In partnership with UNEP/DTIE, IAPSO developed a sustainable procurement database, an international directory of over 200 websites dealing with sustainable procurement.
- In another partnership with UNEP/DTIE and the World Bank, IAPSO has been developing sustainable procurement training modules now offered as part of the IAPSO procurement training curriculum.
- IAPSO is a member of the Inter-Agency Group on Environmentally and Socially Responsible Procurement founded in 2000.
- In co-operation with the Organisation for Economic Co-operation and Development (OECD), IAPSO has co-published "The Environmental Performance of Public Procurement: Issues of Policy Coherence".
- Within the scope of the redevelopment of the United Nations Common Supplier Database (UNCSD), IAPSO is incorporating environmental and social performance criteria in its supplier registration form.
- IAPSO has been developing a supplier training course on how to do business with the UN, by stressing the benefits of company environmental and social management systems.

[50] Plan of Implementation of the World Summit on Sustainable Development, chapter III, para. 19, available at http://www.un.org/esa/sustdev/documents/WSSD_POI_PD/English/WSSD_PlanImpl.pdf. The follow-up has been made through the Marrakech Process to support the elaboration of a 10-year Framework of Programmes for sustainable consumption and production. See, for instance, http://esa.un.org/marrakechprocess/pdf/MtgInterFirstReport.pdf.

[51] UN-DESA, "Consolidated List of Products Whose Consumption and/or Sale Have Been Banned, Withdrawn, Severely Restricted or Not Approved by Governments" (1st issue in 1984 to 11th and 12th issues in 2005).

[52] Available at http://www.iapso.org/pdf/gbg_master.pdf.

[53] Available at http://www.iapso.org/pdf/greenoffice.pdf.

105. As referred to in paragraph 13, in 2001, the Board of Auditors suggested to the General Assembly that UNEP take the initiative through the CEB in addressing environmental aspects of procurement within the in-house environmental policies in the United Nations system.

(c) Efforts of inter-agency bodies: the Environment Management Group and the High-level Committee on Management Procurement Network

106. Two inter-agency bodies, the Environment Management Group (EMG) and the HLCM Procurement Network, have been working to synthesize the various polices and measures taken on an ad hoc basis by the agencies, and to develop system-wide guidelines on sustainable procurement.[54]

107. The HLCM Procurement Network has combined UNEP expertise in sustainable consumption and production together with the procurement skills of organizations such as UNOPS and the United Nations Procurement Division. It has started joint initiatives with the EMG to ensure consistency with the United Nations climate neutrality objective.[55] The adoption of a common definition is part of this effort, as is the drafting of a sustainable procurement statement that defines the United Nations commitment.

108. The EMG has been working on the issue of sustainable procurement since 2005, firstly by analyzing the integration of sustainable procurement practices in the United Nations procurement function, and subsequently by focusing on the development of practical tools, guidelines, training and policy advice to assist the organizations in making their procurement more sustainable (see box 5).

Box 5: Environmental Management Group (EMG) and Sustainable United Nations (SUN)

Under the guidance of the EMG, SUN has delivered training on sustainable procurement in several duty stations (Rome, Bangkok, Panama, Berne and Geneva) and awareness-raising sessions in three more duty stations (Nairobi, New York and Brindisi).

The EMG, assisted by SUN, has developed draft sustainable procurement guidelines for seven products and a Guide on Eco-labels for United Nations Procurers.

It has also prepared a collection of good practices on sustainable procurement across the United Nations system and developed initial sustainable procurement indicators that were included in the United Nations Annual Statistical Report on Procurement 2008.

[54] The HCLM Procurement Network, consisting of chiefs of procurement from across a range of United Nations organizations, has been the main forum for interaction among procurement professionals of the United Nations system. See JIU Report on Procurement Practices within the United Nations System, JIU/REP/2004/9. At its 31st session in March 2007, HLCM agreed to designate the Inter-Agency Procurement Working Group (IAPWG) as the new procurement network of HLCM, and to rename it the HLCM Procurement Network. UNDP continues to serve the network as its secretariat. The mandate of the network is to promote the strategic importance of procurement and supply chain management in programme and service delivery in a transparent and accountable manner.

[55] Supplement to the 2008 Annual Statistical Report on United Nations Procurement, p. 4, available at http://www.ungm.org/Publications/Documents/ASR_2008_SP_supplement.pdf.

109. However, the result of their initial work has been the publication of a series of sparse guidance documents and trainings. The initial work of the various entities was undertaken mainly in a vacuum without due consultation with relevant agencies. Recently, EMG decided to deal with the issues of a climate-neutral United Nations and sustainable procurement in the same issue management group (IMG).[56] In this way, the new IMG served by SUN will develop integrated in-house concrete and practical guidance to United Nations procurement and other relevant officials to reduce the carbon footprint and develop sustainable procurement practices in the organizations, drawing on the HLCM Procurement Network.[57]

(d) Efforts by UNEP

110. Pursuant to UNEP Governing Council decisions 18/10 (1995) on good environmental housekeeping within the United Nations system and 23/8 (2005) on environmental and equity considerations in the procurement practices of UNEP, the UNEP secretariat has spearheaded the implementation of sustainable procurement policies in Nairobi and helped UNON issue the "United Nations Office at Nairobi Supplier Sustainable Procurement Guidelines". It informs vendors, among other issues, about the main procurement principles followed by the United Nations: the best value for money; effective competition; fairness; integrity and transparency; and the interests of the United Nations. It also addresses the environmental aspects of procurement or "green procurement" and product life cycles or the "sustainability principle".[58] Referring to the "Consolidated List of Products" updated yearly by the United Nations, the Guidelines also provide specific guidance on how to avoid the use of products harmful to the environment, such as asbestos and toxic substances, and give specifications on the supply of goods and services, including furniture and wood products, paper and paper products, office equipment, and carpets and textiles. With respect to services, such as cleaning, gardening and maintenance, contractors are encouraged to avoid using any harmful substances. These guidelines are based on MEAs as well as the relevant Kenyan laws and regulations, taking into account local conditions.

111. In February 2007, the Governing Council discussed how UNEP and UNON would be able to better implement their mandate to promote and encourage sustainable procurement and facilities management in-house within the United Nations system. The Council adopted no decision then. The secretariat had pointed out the lack of dedicated qualified staff and the absence of adequate training opportunities as obstacles to the development of further policy.[59]

112. On the other hand, through its SUN/DTIE initiative, UNEP provides the organizations individually with advice and training tailored to their specific situation. This is channelled through EMG and the HLCM Procurement Network in the progressive implementation of sustainable procurement practices by pilot projects in the field with tools, advice and methodologies (see box 6). SUN developed a series of case studies,[60] technical guides and advice on sustainable procurement policy for the use of governments of developing countries, as well as inter-agency guidelines on sustainable procurement, to help the organizations promote the take-up of green products and services.

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[56] EMG/SOM.15/02, 23 October 2009, para. 28.

[57] See http://www.unemg.org/IssueManagementGroups/SustainableProcurement/tabid/1224/language/en-US/Default.aspx.

[58] UNEP/GC/24/6, para. 16.

[59] UNEP/GC/24/12, annex II, paras. 91-93.

[60] Sustainable procurement case studies, available at http://www.unep.fr/scp/sun/bestpractice/index.htm.

Box 6: UNEP – SUN and the Marrakech Process on Sustainable Consumption and Production

UNEP provides United Nations system organizations with support for sustainable procurement capacity-building through the following activities:

- Draft "model" documents to facilitate the adoption of sustainable procurement.
- Organization of training opportunities and business seminars on sustainable procurement for procurers and requisitioners. To date five training programmes have been conducted in Rome, Panama, Bangkok, Bern and Brindisi.
- Design of 10 sustainable procurement products guidelines for common goods purchased by the United Nations Procurement Service, including vehicles, cleaning services, catering, ICT equipment, stationery, furniture, building maintenance services, generators and batteries, and offsets for GHG emissions.
- Facilitation of information-sharing and best practices through guidance documents and distance learning tools.
- SUN has offered training sessions tailored to the specific situation of United Nations organizations and aimed at increasing understanding of sustainability among procurement personnel, e.g.:
  - For a group of 76 experts from 20 countries trained on the Marrakech Task Force to strengthen the capacity to implement sustainable consumption and production (SCP) procurement during regional training workshops organized in Paris, Santiago and Mexico.
  - An awareness-raising workshop on SCP, attended by representatives from various Arab countries, was also organized in Cairo by the League of Arab States and UNEP.

113. Some of these field projects have been successful, such as the DPKO/DFS Environmental Policy for United Nations Field Missions, developed in cooperation with UNEP, and effective since 1 June 2009 (see paragraph 90 and box 3 above). It is based on the recognition of the important impact of their operations on the environment of local communities where they are deployed, and the need to secure safety and security alongside resource efficiencies and environmental protection. It contains, among others, provisions to avoid and minimize the impact of operations in all phases including initial planning and setting up and maintenance of the mission, as well as guidance for the use and management of water and energy, liquid and solid wastes, hazardous substances, protection of wild animals and plants, management of cultural and historical resources and facilities management. In certain instances, it is expected that safety and security of supply will be achieved through the use of local skills and expertise, together with local materials and resources.

114. In his 2009 report on sustainable procurement, the Secretary-General referred to some successful cases in the implementation of policy objectives before the promulgation of the DPKO/DFS guidelines. In Afghanistan, for example, the population, consisting of nomadic tribes and local residents, was trained by the United Nations Assistance Mission in Afghanistan (UNAMA) to mix cement based on local materials, make proper foundations and use reinforcement steel in forming and constructing buildings. By establishing the capacity of the people and supply chains based on local communities and industries at the country level, through its procurement, UNAMA helped to fulfil the requirements of safety and security for the Mission as well as delivering a sustainable solution for all.[61]

[61] A/64/284/Add.2, para. 33.

115. Furthermore, UNDP and the United Nations Development Group (UNDG) have placed special emphasis on ensuring that the local procurement practices of the organizations contribute to the development of supply chains based on local communities and industries. They recently issued guidance materials on environmental procurement and mainstreaming environmental sustainability in country analysis.[62] Moreover, the UNDP Environmental Procurement Practice Guide recommends that UNDP business units in the field use recognized international or national technical standards, or specifications such as ISO, and seek to incorporate a number of safeguards and checks in the procurement process that will assist, amongst others, in "supporting local entrepreneurship".[63]

116. The World Food Programme Financial Rules give preference to purchasing from developing countries when conditions are equal. Related principles govern a competitive bidding process to ensure the best possible offers on costs of commodities and those of transport and handling up to the delivery point, as well as delivery time to destination. These rules have contributed to diversifying supply sources to developing countries based on sustainable local supply chains. They have also been effective in overcoming ticklish issues related to the procurement of genetically modified products on a case-by-case basis.

(e) Assessment

117. On the one hand, it is clear that the various initiatives described above have not led to the establishment of integrated and consistent environmentally sustainable procurement guidelines in the United Nations system. On the other hand, there are some best practices which may be emulated to implement sustainable procurement at the field level.

118. One reason why the United Nations system organizations have yet to develop concrete system-wide sustainable procurement policies and guidelines is the concern of some Member States about the potentially limited access for their national providers to the United Nations market, as a result of the inclusion of sustainability criteria in the procurement process. It has been argued that sustainable procurement would amount to a de facto non-tariff barrier to trade that would impede access to markets for developing countries.

119. Moreover, some organizations, e.g. IFAD, have reported that monitoring the actual implementation of sustainable procurement practices has proven to be a challenge for them in the case of projects under national execution, given that in such instances the bulk of the procurement is managed by the recipient country. This finding is consistent with that of a previous JIU report - "National Execution of Technical Cooperation Projects" - in which it was found that "audit, monitoring and evaluation, are areas that need to be strengthened".[64] The Inspectors believe that ex-ante and ex-post assessments of procurement practices should be conducted to ensure their compliance with the agreed environmental assessment procedures of organizations.[65]

120. The Inspectors are of the view that, while environmental considerations should not be detrimental to particular groups of countries, notably developing countries, the organizations

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[62] UNDP, Environmental Procurement Practice Guide, vols. 1 and 2, 2008, available at http://www.undp.org/procurement/documents/UNDP-SP-Practice-Guide-v2.pdf; UNDG, Mainstreaming Environmental Sustainability in Country Analysis and the UNDAF, 2009.

[63] UNDP Ibid., p.2.

[64] JIU/REP/2008/4, p. iv, available at http://www.unjiu.org/data/reports/2008/en2008_04.pdf.

[65] For example, "Environmental Management and Sustainable Development - IFAD's Environmental and Social Assessment Procedures" (IFAD, 2009).

should be able to purchase goods and services on the basis of a competitive call for tenders and the value for money principle, in accordance with agreed principles as per the MDGs and the JPOI, approved at the World Summit on Sustainable Development in 2002, promoting the role of international organizations in implementing sustainable patterns of production and consumption.

121. It is worth noting that the United Nations organizations have been successful in addressing the concerns of developing countries over United Nations procurement practices.[66] Their response consisted of: (a) placing more orders from these countries, which doubled in dollar terms from 2004 to 2008; (b) provision of training and capacity-building opportunities for the vendor communities of these countries; and (c) strengthening of the capacity of procurement officers in the agencies to implement transparent and predictable, sustainable procurement practices with equitable access to suppliers from all countries that ensure value for money on a competitive basis.

122. The United Nations has been pursuing these efforts within its limited resources to assist developing countries and economies in transition. These efforts will enhance transparency and predictability in the sustainable procurement policies of the organizations, and foster the confidence of Member States. They should be encouraged and financially supported through core regular budget funding from the UNEP Environment Fund or other appropriate sources.

123. In order to facilitate the development of system-wide sustainable procurement guidelines, the organizations should increase the transparency and accountability of their efforts.

124. **The Inspectors are recommending later in this report a peer review of the environmental management systems of the organizations, in which transparency of procurement activities will be a common theme. In this context, UNCTAD should be invited to participate in this process to provide input on the impact on developing countries providers of the sustainable procurement practices of the organizations, and propose corrective measures, where appropriate.**

125. As discussed above, the development of sustainable procurement policies among the organizations in the field is rather promising. This approach endeavours to take into account differences in the institutional structure, geographical location, financing and nature of operations.

126. **The Inspectors have identified good practices in sustainable procurement, emphasizing the contribution of United Nations procurement to the development of supply chains based on local communities and industries (see the example of UNAMA). UNDP and UNDG guidance materials on environmental procurement and mainstreaming environmental sustainability into country analysis are also useful in this regard.**

127. The Inspectors are of the opinion that, as responsible bodies and part of the societies of Member States, United Nations offices should endeavour to develop closer ties with local

[66] For example, General Assembly resolution 57/279 of January 2003 on procurement reform (para. 6) encouraged United Nations organizations to increase sourcing opportunities for suppliers from developing countries and countries in transition. Resolution 61/246 of March 2007 (paragraph 24) reiterated this request.

communities and businesses and contribute to the extent possible to their development, notably by procuring their goods and services locally as far as possible.

128. The Inspectors believe that the following recommendation would improve the accountability to Member States of the sustainable procurement policies of the United Nations system organizations.

Recommendation 10

The executive heads of the United Nations system organizations involved in field activities should establish in-house sustainable procurement policies and guidelines, taking account of the local conditions of the host country and the needs of field offices.

3. Financial and administrative issues

129. Almost all organizations that replied to the JIU questionnaire on financial resources spent on environmental measures had no available disaggregated financial data on those measures and expenditures, thus providing evidence of the underdeveloped state of environmental management accounting (EMA) in United Nations organizations.

130. Only UPU was able to provide figures regarding environmental management, but could not disaggregate in-house environmental expenses versus support to member States on that issue. In-house environmental expenses could not be identified.

131. The absence of adequate measurement and reporting of environment-related costs of an organization may lead to such important information failing to be reflected in overhead or other accounts, resulting in distorted calculations for improvement options.

132. For instance, in the accounts of the organizations, values of "environmentally sound" projects, such as the adoption of new technologies and techniques for the efficient use of resources or alternative sources of energy or modes of operations (e.g. sustainable procurement, waste recycling, water consumption, sustainable transport for commuting, etc.), are not recognized. The economic and ecological advantages to be derived from such measures are not considered and as a result, investments are based on incomplete information leading to suboptimal decisions.

133. DESA, in cooperation with the International Federation of Accountants and many other partners from the private sector, has developed an international guidance document on EMA[67] to enhance disclosure through management accounting in addition to financial accounting. The guidance, based on private sector practice, helps organizations and businesses to integrate environmental costs in their accounting practices at the management accounting level, which focuses on satisfying the information needs of internal management. The members of the United Nations Global Compact refer to this guidance. Hence, in order to further lead by example, the United Nations should spearhead the implementation of the DESA EMA throughout the organizations (see Recommendation 4 (b)).

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[67] International Federation of Accountants, International Guidance Document – Environmental Management Accounting, August 2005, available at http://www.ifac.org/members/DownLoads/IFAC_Guidance_doc_on_EMA_FINAL.pdf.

134. An assessment of CO_2 equivalent (CO_2e) emissions indicates that the United Nations system emits about 1.741 million tonnes of CO_2e per annum, which represents an offsetting cost of US$ 34.2 million.[68] Should the United Nations fully implement its carbon neutral initiative and decide to offset the emissions it cannot avoid, using measures such as videoconferencing; improved routing of flights and other optimization of itineraries, and more efficient airlines, as well as more efficient infrastructure construction and operation, it should take into consideration not only the cost of introducing such measures, but also those carbon offset costs avoided as a result of a lower tonnage of CO_2 to offset.

135. Unlike the 17 new posts on climate change under the United Nations regular budget for the 2008-2009 biennium, other organizations either hire temporary dedicated staff with extrabudgetary funds or have assigned existing staff to additional climate change functions. For the moment, the Inspectors are not aware of any initiative to provide adequate resources to develop and retain in-house expertise on environmental management. It is hoped that the CEB, via the HLCM and the High-level Panel, will identify the precise human resources required in this sector and submit their report to the General Assembly through the Economic and Social Council, together with the related financial implications.

136. In addition, there is a need to establish a critical mass of training capacity which will train the trainers within the United Nations system on the acquisition of expertise on ISO 14000 standards, as well as on the implementation of the CER process and the procurement of carbon offsets. The Secretary-General should instruct the CEB to establish resource requirements for carrying out these types of training.

[68] See footnote 16.

III. SYSTEM-WIDE GOVERNANCE AND COORDINATION OF ENVIRONMENTAL MANAGEMENT

137. Any system-wide environmental management requires a legal framework for its governance. However, as previously analyzed, there is little intergovernmental guidance for in-house environmental governance. Moreover, the approach of the United Nations system approach has been ad hoc.

138. A United Nations-wide environmental in-house policy will eventually need to be accompanied by a set of minimal environmental objectives and targets for the entire system, to be adopted by the CEB or the General Assembly. Moreover, these bodies may have to identify the core set of legal, institutional and voluntary requirements to which the organizations would be required to subscribe, if the United Nations system is to practice what it preaches. Among these, applicable international agreements (e.g. phase-out of ozone-depleting substances), internal United Nations guidelines and rules, compatible host government laws and regulations, and non-governmental international standards such as those issued by ISO and the IEC come to mind (see annex I).

139. Currently, the absence of such a framework inhibits a consistent system-wide approach to environmental problems, efficient planning and optimal use of resources and expertise available within the system. Individual organizations have sought ad hoc solutions in isolation, resorting to the advice of certain MEAs, following host country regulations and, in a few instances, ISO and IEC standards.

140. The issue of the absence of a legal framework is addressed in Recommendation 9 above. In the event that this recommendation is implemented, the Inspectors believe that the Secretary-General, as Chairman of the CEB, should establish and manage procedures to identify and register the applicable legal instruments and related requirements to which its member organizations subscribe, as a basis for the formulation and implementation of their environmental management.

141. As stated in Recommendation 7, the Secretary-General should continue to assume the leadership role with regard to the development of in-house environmental management policies within the United Nations system.

142. The review undertaken in the previous chapters demonstrates the feasibility and need for a system-wide environmental management initiative covering not only climate change, but also other environmental problems. The analysis of the achievement so far made in the climate-neutral United Nations initiative confirms the existence of system-wide commitment and enthusiasm among the administrations and the staff to go further and to address systematically such other acute issues as hazardous waste, contaminants, water and air pollution, as well as building construction and management and sustainable procurement.

143. However, the Environment Management Group alone cannot guarantee an adequate governance framework to realize such systematic management unless major reform is undertaken.

144. In 1999, with the support of the General Assembly in its resolution 53/242,[69] the Secretary-General established the EMG for the purpose of enhancing United Nations system-wide inter-agency coordination related to specific issues in the field of environment and

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[69] Its operative para. 5.

human settlements. In its previous report, the JIU pointed out that "Even with regard to housekeeping matters such as sustainable procurement, energy savings and waste disposal by the secretariats, the EMG has failed to convince its member agencies to adopt relevant system-wide policies backed by the High-level Committee on Management." It also added that all United Nations agencies, except the United Nations University (UNU) and the International Atomic Energy Agency, have yet to adopt ISO standards.[70] This was despite the call by the UNEP Governing Council [71] for the establishment of good environmental housekeeping within the United Nations system.

145. One of the principal reasons for the modest contribution by the EMG was a lack of focus on in-house management issues. The Inspectors also consider that it concentrated on global and horizontal substantive environmental issues and failed to take into account differences among the organizations in the institutional structure, geographical location, financing and nature of operations. In addition, prior to the launching of the climate-neutral United Nations initiative, the United Nations approach to environmental management had been ad hoc and lacking in top leadership.

146. The current EMG mechanism has been a centralizing process. This is evidenced by the difficulties faced by the EMG in working out an agreement on common and centralized sustainable procurement guidelines. Learning from this experience, the EMG and its members should adopt a different process which will enable CEB members to embark on a systematic, yet flexible and continual improvement, drawing upon mutual exchange of experience among its members through generating both internal and external buy-in and positive feedback.

147. The realization of such an initiative would require the following actions, as outlined below.

A. Adoption of environmental management systems

148. The Inspectors were informed that the experts of the United Nations system are in agreement that the environmental management process, developed along the lines of the ISO 14001 standard, offers sufficient flexibility for any organization in the system to implement it.

149. The implementation of an EMS would serve many purposes, including consistency with MEAs, national laws, United Nations policies, transparency, predictability, and budgeting for environmental measures, as well as increased staff engagement and retention, and enhancement of the performance, reputation and credibility of the organizations.

150. In itself an EMS imposes neither specific environmental performance criteria nor absolute requirements for environmental performance beyond the commitment to comply with applicable legal and other requirements. It is intended to apply to all types and sizes of organization and to accommodate diverse geographical, cultural and social conditions.[72] The ISO 14001 standard simply requires "an organization with no existing environmental management system" to identify the environmental issues it faces, any related applicable legal requirements and management practices relevant for problem solution, and "initially, establish

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[70] JIU/REP/2008/3, para. 90.
[71] UNEP Governing Council decision 18/10 of 1995.
[72] ISO 14001.

its current position with regard to the environment". It also commits it to continual improvement by means of a future review (see annex IV). **In relation to this issue, see Recommendation 7(c) above**.

151. The establishment of coherent in-house environmental policies requires a system-wide governance framework which will ensure the systematic and sustained exchange of views and experience between the organizations, with a view to better identifying best EMS practices. Such a framework will draw upon a peer review process amongst all entities, which may be modelled on the OECD Environmental Performance Reviews[73] to:

(a) Understand the state of the environment which each one of them is facing; e.g. self-accepted baseline conditions, trends and policy commitments as a basis for mutual evaluation of the performance of the entities;

(b) Share information on a core set of applicable principles, regulations, and internal guidelines;

(c) Ensure greater accountability of United Nations system entities to Member States, the public and beyond.

152. Such a review would, as assessed by the Inspectors through their interviews with managers and staff in the organizations, promote continual improvement of the environmental performance of the organizations, through healthy competition and collaboration between them, in a knowledge-sharing exercise that would lead to the identification of lessons learned.

153. In view of the purposes of such an exchange through peer reviews, the following arrangements need to be made:

(a) A number of organizations each year should report on their self-evaluation of in-house environmental management practices, using as appropriate and gradually introducing the UNEP-supported Global Reporting Initiative (GRI) reporting guidelines;[74]

(b) The report should be reviewed by other organizations of the system, including the UNEP secretariat and in particular its Ozone Secretariat, MEAs, other members of the EMG and the secretariat of ISO;

(c) The focal points hitherto established and maintained for the climate-neutral United Nations network and the HLCM Procurement Network should be retained for the implementation of this framework;

(d) Civil society organizations, NGOs and the knowledgeable member enterprises of the Global Compact will be invited to participate.

154. The review should cover all issues relevant to in-house environmental management policies and actions, such as carbon offsets, sustainable procurement, elimination of hazardous waste, ozone depleting substances and contaminants like PCBs and asbestos, hazardous waste, ozone-depleting substances, building reconstruction and management, new and renewable sources of energy, and labour environment.

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[73] OECD/GD/(97)35, 1997.

[74] The Global Reporting Initiative (GRI) is a network-based organization supported by the UNEP, which has pioneered the development of the world reporting framework on the environmental, economic and social sustainability of an organization, available at http://www.globalreporting.org/Home. See also http://www.unep.fr/scp/gri/.

155. Advocacy and information on the achievement of the peer review should be undertaken through the normal public information and communication services, and the results of the review should be submitted to the governing bodies of the respective organizations.

Recommendation 11

The General Assembly should request the Secretary-General, in his capacity as Chairman of the Chief Executives Board for Coordination, to promote mutual exchange of views and lessons learned from experience through a peer-review process amongst the organizations in the Environment Management Group, to enhance their environmental management and performance.

B. Leading by example: the advocacy role of the United Nations system

156. The United Nations system is well-positioned to lead Member States and other stakeholders on the sustainability path, and in particular in integrating the principles of sustainable development into country policies and programmes, and reverse the loss of environmental resources, as mandated by the Millennium Development Goals.

157. However, a high proportion of the "walk the talk" efforts on the climate-neutral United Nations initiative was deployed under the guidance of the communication officers in the executive office of the Secretary-General. The Department of Public Information (DPI) has thus far been underutilized. It should be tasked with communicating both internally and externally the United Nations environmental goals and achievements.

158. Now the question remains as to how to keep up the momentum generated by the COP 15 climate conference. The Inspectors believe that the answer lies in normalization, mainstreaming and the integration of environmental considerations into the regular, day-to-day activities of the organization.

159. The DPI units at various locations have promoted internal environmental awareness-raising programmes and training to change the culture of staff and management. These efforts should be recognized and encouraged. They have reported on a few success stories of in-house environmental management. Best practices and lessons learned in the secretariats should continue to be documented and shared in a more systematic way, to provide examples of the practical implementation of in-house environmental management in the United Nations. The capacity built up for the climate-neutral focal points network could be used for that purpose, under the coordination of the EMG. UNEP/SUN is building up a one-stop-shop, common, green United Nations website, the first ever common site for internal and external audiences to share information on United Nations greening tools, case studies and campaigns.

160. The Secretary-General and the DPI should draw upon the advocacy work of UNEP/SUN and DTIE for mainstreaming of in-house environmental management into their existing activities and their corporate communications. They should reinforce current efforts to build closer ties with the private sector through corporate sponsorships, e.g., through the Global Compact and Global Partnerships.[75]

[75] JIU, Corporate Sponsoring in the United Nations System: Principles and Guidelines (JIU/NOTE/2009/1).

Recommendation 12

The Secretary-General should ensure that systematic communications and advocacy activities be carried out to inform the staff, as well as Member States and the public, of the progress made in the efforts of the organization on:

(a) Improving in-house environmental management and performance;

(b) Establishing a sustainable image of the United Nations system organizations and their commitments on environmental policies and practices through their partners and relevant stakeholders.

Annex I

PRINCIPLES, POLICIES AND GUIDELINES ON IN-HOUSE ENVIRONMENTAL MANAGEMENT USED BY UNITED NATIONS SYSTEM ORGANIZATIONS

1. Principles, policies and guidelines based on intergovernmental legislation adopted by the governing bodies of United Nations system organizations

This section lists in-house environmental management instruments based on decisions adopted by United Nations system organizations.

Environmental management

- Plan of Implementation of the World Summit on Sustainable Development, Johannesburg 26 August – 4 September 2002 (JPOI, chapter III, paragraph 14)
- Environmental Management and Sustainable Development - IFAD Environmental and Social Assessment Procedures (IFAD, 2008)

Procurement

- United Nations Guidelines for Consumer Protection (as expanded in 1999) (22 December 1999)
- General Assembly resolution 59/250, paragraph 36. on harmonization of procurement practices among organizations in "Triennial comprehensive policy review of operational activities for development of the United Nations system" (22 December 2004)
- Consolidated List of Products Whose Consumption and/or Sale have Been Banned, Withdrawn, Severely Restricted or Not Approved by Governments. (UN-DESA, 1st issue in 1984 to 11th and 12th issues in 2005)

2. Inter-agency and internal principles, policies and guidelines of United Nations system organizations

This section lists the in-house environmental management instruments of United Nations system organizations resulting from inter-agency consultations or internal processes.

Environmental management

- Saving the Ozone Layer: Guidelines for United Nations Offices (UNEP, 1997)
- "Environmental Operational Guide" for Post (UPU, 1999)
- Environmental Guidelines (UNHCR, 1996, revised 2005)
- Guidelines for Drinking-water Quality, 3rd (current) edition (WHO, 2008)
- Planning for Change: Guidelines for National Programmes on Sustainable Consumption and Production (UNEP, 2008)
- Environmental Policy for UN Field Missions, review date 30 June 2010 (UNDPKO/DFS, 2009)
- Mainstreaming Environmental Sustainability in Country Analysis and the UNDAF (UNDG, 2009)

- Integrated Assessment: Mainstreaming Sustainability into Policymaking, a Guidance Manual (UNEP, 2009)
- Green meeting guide – Roll out the green carpet for your participants (UNEP-SUN), prepared by ICLEI (International Council for Local Environmental Initiatives), 2009)
- Green Office Guide (UNFPA, 2009)
- Implementation of Environmental Screening and Environmental Impact Assessment for UNDP Projects: Guidance Note (UNDP, 2009)[76]

Energy efficiency and climate change

- United Nations Greenhouse Gas Calculator (UNEP, 2009)[77]
- ICAO Carbon Emissions Calculator (ICAO, 2009)
- Guide to Greenhouse Gas Emission Reduction in UN Organizations (SUN/UNEP, 2009)
- Energy Efficiency in Buildings-Guidance for Facilities Managers (UNEP/SKANSKA, 2009)
- Toolkit for Clean Fleet Strategy Development (UNEP/TNT) (step by step online tool)

Procurement

- The Green Office Initiative (IAPSO, 1995)
- Common Guidelines for Procurement by Organizations in the UN System (IAPWG, 2000)
- Procurement Manual (UNDP, 2002)
- Green Office Policy Initiative (UNDP, 2007)
- Saving for a Bright Future: A Manual for Efficient Lighting Procurement in UN agencies (UNEP-SUN, 2007)
- UN Supplier Code of Conduct Rev.03 (UN Procurement Services, 2007)
- Environmental Procurement - Vol. 1 Practice Guide, Vol. 2 Specifications (UNDP, 2008)
- Sustainable Procurement Practice Note (HLCM Procurement Network and EMG, 2008)
- Sustainable procurement guidelines for office IT equipment (UNEP, 2008)

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[76] The UNDP secretariat informed the Inspectors of 34 documents under the title of "UNDP Key Guidance Related to Environmental Mainstreaming" in national development planning processes which provide practical knowledge on the application of environmental norms and regulations to UNDP projects for the use of their developers and implementing partners and stakeholders.

[77] See paragraph 25 above concerning authors of the GHG calculator.

- A Guide to Environmental Labels for Procurement Practitioners of the United Nations System (UNOPS, 2009)
- Sustainable Procurement Guidelines User's Guide (UNEP, 2009)
- Sustainable procurement guidelines for office stationery (UNEP, 2009)
- Sustainable Procurement guidelines for cleaning products and services (UNEP, 2009)
- Sustainable Procurement guidelines for furniture (UNEP, 2009)

3. Principles, policies and guidelines issued by other intergovernmental organizations or international non-governmental organizations

This section lists in-house environmental management instruments issued by other intergovernmental organizations or international non-governmental organizations.

Environmental management

- OECD Environmental Performance Reviews : a Practical Introduction OCDE/GD(97)35 (OECD, 1997)
- International Guidance Document – Environmental Management Accounting (International Federation of Accountants, 2005)
- Applying Strategic Environmental Assessment – Good practice guidance for development co-operation (OECD, 2006)
- Sustainability Reporting Guidelines (Global Reporting Initiative, supported by UNEP, 2006)
- European Union Eco-Management and Audit Scheme (EMAS) (Regulation (EC) No. 761/2001 of the European Parliament and of the Council of 19 March 2001)
- ISO Standards on Environmental Management Systems (ISO 14001 and ISO 14004, 2004) and ISO Standards on Social Responsibility (ISO 26000 series, forthcoming)

Energy efficiency and climate change

- LEED (Leadership in Energy and Environmental Design) green building certification programme, v3 (US Green Building Council, 2009)
- Manuals of BRE Environmental Assessment Method (BREEAM) for buildings (BRE Global Sustainability Board, UK)

Procurement

- Standards for electrotechnology (International Electrotechnical Commission, IEC)

Annex II

SUSTAINABLE PROCUREMENT: POLICIES, GUIDELINES AND STATUS OF IMPLEMENTATION ACROSS UNITED NATIONS SYSTEM ORGANIZATIONS

1. The JIU survey questionnaire addressed sustainable procurement as a specific issue by asking which policies and practices have been implemented within each organization and requesting information about costs and benefits.

2. Furthermore, the questionnaire asked for information on the in-house environmental management issues that are most significant for the secretariat of each organization at corporate and field levels.

3. Most organizations were in the process of adopting sustainable procurement polices and practices but these were, in most cases, at an infant stage.

4. A number of organizations specifically mentioned sustainable procurement among the most significant issues. A number of organizations identified other issues and actions which entail, or are indirectly related to, sustainable procurement. The most frequent were the use of recycled paper and paper reduction measures, such as double-sided printing, which require purchasing of appropriate equipment. Tele- and videoconferencing equipment and low energy consumption appliances could also be considered as related to sustainable procurement. The procurement of energy with a low GHG production factor was also identified by a number of participating organizations.

5. In some cases, information on sustainable procurement was addressed in other sections of the questionnaire not specifically related to this issue. This information may be contained for instance in questions related to MDG 7 (Ensure environmental sustainability) or in-house environmental management.

6. The most significant findings concerning sustainable procurement are summarized in the tables below.

Annex II Table 1. A
Typology of policies/guidelines and actions taken for sustainable procurement in United Nations system organizations

Policies and actions related to sustainable procurement	
Policies/practices	**Implementation/actions**
Pol.0 Sustainable procurement as major issue	
Pol.1 Energy / electricity / fuel procurement	A. Heating related expenditure B. Switching from heating oil to gas C. Energy efficient lighting D. Procurement of renewable energy
Pol.2 Vehicles	E. Low consumption / hybrid vehicles, fleet management
Pol.3 Facilities	F. Insulation of building G. Renewing windows and façade H. Replacing of refrigerant equipment I. Office space optimization
Pol.4 Equipment	J. Replacing old HVAC equipment K. Double sided / efficient printers L. Tele- video- conferencing M. Energy efficient equipment
Pol.5 Office supplies	N. Use of recycled / certified paper O. Use of green products / electronic documents
Pol.6 Reduction of travelling	P. Economy class only travel
Pol.7 Training / Capacity building	Q. Workshops / seminars for staff members / other UN
Pol.8 Coordination with procurement office	R. Inclusion of sustainability criteria in solicitations
Pol.9 Development of strategy and guidelines	S. Coordination with SUN T. Sustainable procurement guidelines / documents
Pol.10 Water consumption	U. Dry sanitation equipment
Pol.11 Waste management / recycling / reduction	V. Waste / paper recycling
Pol.12 Sustainable transport	W. Facilities / other related expenditure
Pol.13 Staff awareness	X. Workshops / information and training for staff
Pol.14 Purchasing of carbon offsets	Y. Carbon offsets related expenditure
Pol.15 Maintenance	Z. Office cleaning / Garden maintenance

Annex II Table 1. B
Overview of actions taken for sustainable procurement in United Nations system organizations

Readers are requested to identify "Implementation/actions" A – Z in relevant "Policies/practices" Pol.0 – 15.

Organization	Policies/practices[a]	Implementation/actions[a]	Remarks
DFS/DPKO	Pol.0, Pol.2, Pol.3, Pol.4, Pol.9	E, F, H, J, K, L, S	Current bidding process for new system contracts for improved prefabricated buildings, photovoltaic systems.
ECLAC	Pol.1, Pol.3, Pol.4, Pol.5, Pol.7, Pol.9, Pol.13	C, G, J, K, M, N, O, Q, S, T	
ESCAP	Pol.0, Pol.8	R	
ESCWA	Pol.4, Pol.7, Pol.9, Pol.11	K, M, T, V	
FAO	Pol.3, Pol.4, Pol.5, Pol.8, Pol.9, Pol.13, Pol.14	H, J, L, N, O, R, S, T, X, Y	Numerous green initiatives.
IAEA			UNIDO handles facility management.
ICAO	Pol.5, Pol.8	N, R	LEED certification.
ILO	Pol.1, Pol.3, Pol.4	A, F, J, M	
IMO	Pol.1	A, C	
ITU	Pol.1, Pol.3	D	
UN HQ NY	Pol.0, Pol.14	Y	
UNCCD	Pol.8, Pol.14	R, Y	
UNCTAD			Procurement carried out by UNOG.
UNDP	Pol.9, Pol.14	T, Y	LEED certification
UNEP	Pol.0, Pol.4, Pol.5, Pol.7, Pol.8, Pol.9, Pol.11, Pol.13, Pol.14	K, L, M, N, O, Q, R, S, T, V, X, Y	Providing advice and support in sustainable procurement to other UN organizations. Climate neutral since Jan 2008.
UNESCO	Pol.0, Pol.1, Pol.3, Pol.4, Pol.5, Pol.9, Pol.11, Pol.13	A, C, F, G, H, I, J, K, L, M, N, O, S, T, V, X	Participates in HLCM Procurement Network working group.
UNFCCC	Pol.1, Pol.2, Pol.3, Pol.4, Pol.5, Pol.6, Pol.8, Pol.11, Pol.13	D, E, I, K, L, M, N, O, R, V, X	Pol.6: travel by train.
UNFPA	Pol.2, Pol.4, Pol.5, Pol.9	E, K, L, N, O, S, T	Green office guide. Reference to climate neutrality in numerous policies.

UN-Habitat			See UNON.
UNHCR	Pol.0, Pol.2	E	
UNICEF	Pol.1, Pol.3, Pol.4	C, I, J,K,M	NY Power Authority lighting audit completed, replaced old data centre a/c, upgraded elevators, participated in UNEP building assessment.
UNIDO	Pol.1, Pol.3, Pol.4, Pol.8, Pol.9, Pol.10, Pol.11, Pol.13, Pol.14, Pol.15	C, F, G, H, I, J, M, R, S, U, V, X, Y, Z	Plus upgrading of elevators.
UNOG	Pol.0, Pol.2, Pol.4, Pol.5, Pol.15	E, M, N, Z	Solar panels.
UNON	Pol.1, Pol.2, Pol.3, Pol.4, Pol.5, Pol.7, Pol.8, Pol.9, Pol.11, Pol.13, Pol.15	C, E, H, I, K, L, M, N, O, Q, R, S, V, X, Z	
UNOV/UNODC	See UNIDO above		UNIDO handles facility management.
UNRWA	Pol.7, Pol.9	Q, S	
UNWTO	Pol.1, Pol.4	C, K, L, M	
UPU	Pol.5, Pol.7, Pol.8	N, Q, R	
WFP	Pol.0, Pol.1, Pol.9	D, T	
WHO	Pol.0, Pol.5, Pol.8, Pol.9	R, T	WHO manual includes environmental concerns in the procurement section.
WIPO			
WMO	Pol.4, Pol.5	L, N	

[a] Refer to typology in table 1.A

Annex III

GREENHOUSE GAS EMISSIONS, REDUCTIONS AND CARBON OFFSET PURCHASES IN UNITED NATIONS SYSTEM ORGANIZATIONS

A. Specific issue: system-wide Strategy for a climate-neutral United Nations

Inventory of greenhouse gas emissions

1. The commitment to evaluating GHG emissions for the year 2008 by the end of 2009 was finally met by all organizations of the United Nations system, which established an inventory of emissions using the same methodology and calculating tools. Many United Nations agencies collected their GHG data for the first time in 2008, whereas some had been evaluating emissions since 2004.

2. The results of the evaluations for 2008 have been reported by UNEP in "Moving towards a Climate Neutral UN" released on 15 December 2009 on the occasion of the 15th meeting of the United Nations Climate Change Conference in Copenhagen. Table 2.A reproduces the GHG emissions data given in the report.

3. In November-December 2009, the JIU carried out a survey with questionnaires sent to the organizations. Figures received from some organizations in response to the questionnaires were different from those submitted for the final version of the GHG Inventory for 2008 in the UNEP report. The last column of Table 2.A below indicates those figures compiled by the JIU which are different to those in the report.

4. The completeness of the data, which concerns all organizations of the United Nations system, permits benchmarking of their efforts. However, many factors must be taken into consideration in comparing results, such as the nature of the work carried out by the organization, location, age and type of facilities, and climate and country-related factors such as the nature of the electric power available in the host county.

5. In 2008, the total GHG emissions of the whole United Nations system, expressed in carbon dioxide equivalent, amounted to 1.741 million tonnes.

6. DPKO field mission staff, accounting for 55 per cent of the total staff included in the United Nations emissions inventory, represented 56 per cent of total emissions. DPKO emissions per staff employee are very close to the system average (8.3 tonnes CO_2e).

7. Air travel is the major source of GHG emissions in most United Nations organizations, about 50 per cent on average. In some cases, travel emissions may represent up to 90 per cent of the total.

8. Major differences exist between organizations. The figures may not reflect accurately particular conditions, facility energy efficiency or efforts undertaken by organizations to reduce GHG emissions.

9. Some organizations have large conference halls and infrastructure for visiting delegates, this entails higher emissions and facility floor area per staff compared to other organizations.

Annex III Table 1
Greenhouse gas emissions inventory data for 2008 by organization

Organizations	**Total emissions** t CO_2e	**Air travel** %	**Emissions per reported personnel** t CO_2e/staff	**Emissions for air travel per reported personnel** t CO_2e/staff	**Office-related emissions** kg CO_2e/m^2	**Number of staff included in inventory**	**Emissions from JIU survey questionnaire if different from UNEP report** t CO_2e
CBD	3518.0	44.21	37.03	16.37	706.87	95	
CTBTO	2275.7	59.63	6.58	3.92	47.25	346	
DFS[a]	3075.1	8.98	6.15	0.55	45.18	500	
DPA[a]	19928.5	31.56	11.81	3.73	n/a[b]	1687	20173.0
DPKO[a]	972304.8	46.90	8.51	3.99	n/a[b]	114206	994555.0
ECA	4188.9	55.82	3.03	1.69	19.12	1381	
ECE[c]	1076.0	67.41	4.60	3.10	26.00	234	
ECLAC	3266.0	59.03	4.67	2.75	63.86	700	2942.0
ESCAP	6409.6	16.76	5.83	0.98	265.01	1100	7189.6
ESCWA	3512.2	16.45	11.19	1.84	86.08	314	
FAO	50008.1	64.51	8.25	5.32	62.36	6065	
IAEA	26570.5	77.78	8.05	6.26	47.26	3300	
ICAO	5460.4	40.94	7.68	3.14	70.13	711	
IFAD	3289.1	70.05	3.65	2.56	38.55	900	
ILO	11661.7	61.30	5.51	3.38	21.81	2118	11900.0
IMO	4270.6	20.88	12.31	2.57	141.68	347	
ITC	3054.8	94.04	9.55	8.98	20.39	320	
ITU	2879.7	61.15	3.33	2.04	19.06	865	2806.0
UN Geneva	17065.6	74.16	6.19	4.59	25.74	2756	
UN Nairobi	1760.3	41.41	2.94	1.22	26.57	599	

Organizations	Total emissions t CO_2e	Air travel %	Emissions per reported personnel t CO_2e/staff	Emissions for air travel per reported personnel t CO_2e/staff	Office-related emissions kg CO_2e/m^2	Number of staff included in inventory	Emissions from JIU survey questionnaire if different from UNEP report t CO_2e
UN Vienna	9133.6	49.12	8.66	4.25	92.45	1055	
UNAIDS	1473.3	83.12	5.17	4.30	19.20	285	
UNCCD	562.7	90.66	14.07	12.75	0.02	40	
UNCTAD[c]	4017.0	80.30	8.00	6.40	26.00	504	3483.1
UNDP	56230.8	50.22	4.93	2.47	0.00	11417	70000.0
UNEP	11582.0	87.47	9.54	8.35	41.92	1214	
UNESCO	24165.0	52.81	4.81	2.54	42.41	5028	25656.8
UNFCCC	1687.2	79.80	4.49	3.58	0.51	376	
UNFPA	18128.5	48.42	6.12	2.96	44.95	2961	
UN-HABITAT	3371.3	94.44	10.64	10.04	23.45	317	
UNHCR[d]	1962.0	77.07	1.85	1.43	12.18	1058	2194.5
UNHQ	90953.9	40.61	10.28	4.17	166.22	8850	
UNICEF	9564.7	66.04	7.99	5.28	9.98	1197	
UNIDO	10266.9	55.39	18.17	10.07	49.29	565	10221.0
UNIFEM	2233.0	73.20	3.44	2.51	44.67	650	
UNISDR[c]	586.6	89.67	6.90	6.19	20.44	85	
UNITAR[c]	292.4	91.32	4.87	4.45	19.02	60	
UNOPS	546.8	57.91	3.62	2.10	57.39	151	
UNRWA	11953.0	2.00	4.77	0.10	93.96	2505	
UNU	1321.1	30.72	14.68	4.51	704.08	90	
UNV	536.3	74.32	3.65	2.71	11.79	147	
UNWTO	900.0	72.15	9.37	6.76	37.04	96	938.0
UPU	1510.4	28.12	6.24	1.76	40.36	242	1493.9

Organizations	Total emissions t CO_2e	Air travel %	Emissions per reported personnel t CO_2e/staff	Emissions for air travel per reported personnel t CO_2e/staff	Office-related emissions kg CO_2e/m^2	Number of staff included in inventory	Emissions from JIU survey questionnaire if different from UNEP report t CO_2e
WFP	104262.6	9.47	10.22	0.97	892.31	10200	
WHO	23675.5	75.55	9.50	7.18	50.47	2493	23668.0
WIPO	9663.7	59.75	7.87	4.70	39.60	1228	
WMO	2681.0	89.74	8.38	7.52	13.65	320	
World Bank Group	192255.0	57.16	13.80	7.90	102.02	13892	
WTO	5241.2	84.03	8.05	6.77	30.11	651	
UN system	**1741412.6**	**48.00**	**8.41**	**4.02**	**139.38**	**206954**	
UN system without DPKO	**769107.8**	**49.30**	**8.29**	**4.10**	**93.58**	**92748**	

[a] DFS, DPA and DPKO results only include field missions and not NY offices which are integrated in UNHQ results (source: DFS/DPA/DPKO).
[b] The office-related emissions for DPA and DPKO are not applicable since all field missions did not provide surface areas (source: DPA/DPKO).
[c] GHG emissions included in UNOG inventory.
[d] Only offices in Geneva and Budapest are taken into account and not other field offices (source: UNHCR).

Source: UNEP report "Moving Towards a Climate Neutral UN", December 2009.

B. Typology of policies/guidelines and/or actions taken for direct reduction in greenhouse gas emissions

Efforts undertaken to reduce greenhouse gas emissions

10. Most organizations have carried out measures which aim at reducing GHG emissions. These actions may have been initiated to specifically reduce GHG emissions or may have been introduced based on general or empirical environmental criteria. Some organizations have set specific targets in such areas as electricity and energy consumption. In such cases, actual GHG reductions have not been reported in terms of tonnes of CO_2 equivalent, but these could be evaluated since a common methodology and boundary now exists.

11. A distinction should be made between those actions that are directly linked to the GHG emissions inventory, such as electricity consumption and reduction of air travel, from those that are not accounted for in this inventory. The impact of using recycled paper, minimizing office waste, or commuting by bicycle to the workplace, which effectively reduce GHG emissions, is yet to be addressed in the inventory.

12. The Sustainable United Nations facility (SUN), hosted by UNEP, was set up in 2008 to provide support alongside EMG, to all organizations within the United Nations system to reduce their GHG emissions.

13. Support is provided by SUN in three areas:

- Identification of emission reduction opportunities in individual organizations of the system;
- Development of common tools and guidelines for sustainable policies for facilities management, travel and procurement, green meetings, distance working, etc.;
- Revision of common policies and minimum standards for energy efficiency in facilities (owned or leased), access to e-communication tools to reduce travel, and procurement guidelines for purchase of energy-efficient equipment.

14. In many organizations, environmentally friendly practices have been introduced outside any official United Nations framework, either on a formal or informal basis.

15. Different measures may directly or indirectly affect GHG emissions. Reduction of GHG emissions may result as a secondary effect when other primary objectives such as resources and cost reduction are sought. This is the case with the use of electronic documents where reduction in paper consumption, storage space and printing energy consumption are concurrent.

16. Table 2. B gives the policies and actions presently undertaken by United Nations organizations which result in a direct reduction of GHG emissions within the boundary of the inventory, and those actions which will have an effect mostly outside this boundary.

Annex III Table 2. A
Typology of policies and actions

Policies and actions directly (Dt) intended to reduce GHG emissions	
Policies/practices	**Implementation/actions**
Dt0 GHG emissions reduction in general	
Dt1 Fuel consumption reduction	A. Lower heating requirements in building B. Low consumption /hybrid vehicles
Dt2 Energy consumption reduction	C. Insulation of building D. Double glazing windows/ façade renovation E. Use of innovative technology / Metering / Auditing
Dt3 Electricity consumption reduction	F. Replacing old HVAC equipment G. Energy efficient lighting H. Turning-off of lights/equipment when not used
Dt4 Use of lower GHG producing energy and renewable energy	I. Switching from heating oil to gas J. Procurement of renewable energy
Dt5 Reduction of travelling	K. Use / purchasing / training video- conferencing L. Grouping of tasks in same travelling schedule M. Use of model to optimise air travel routes N. Awareness to travel-related GHG emissions
Dt6 Sustainable procurement	O. Energy efficient equipment
Dt7 Reduction of ozone depleting / GHG	P. Replacing of refrigerant equipment
Policies indirectly reducing GHG emissions or external to organization's emissions boundary (Ex)	
Ex0 General environmental concerns	Q. Use of recycled paper R. Double sided printing S. Electronic documents and electronic archiving
Ex1 Water consumption	
Ex2 Waste management / recycling / reduction	T. Waste / paper recycling
Ex3 Use of green products	
Ex4 Sustainable transport	U. Use of public transport/ bicycles / other
Ex5 Staff awareness	
Ex6 Training	V. Sustainable procurement
Ex7 Office space optimization	
Ex8 Use of "green" products	
Ex9 Reforestation	W. Tree planting

Legend: Dt stands for "direct". Ex stands for "external".

Annex III Table 2.B

Overview on actions taken for direct or indirect GHG emissions reduction

Readers are requested to identify "Implementation/actions" A – W in relevant "Policies/practices" Dt0 – Ex9.

Organization	Policies/practices [a]	Implementation/actions [a]	Remarks
DPKO	Dt1, Dt2, Dt3, Dt4, Dt5, Dt7, Ex1, Ex2, Ex5, Ex6, Ex9	C, D, F, J, K, P, W	In-house environmental policy. Current bidding process for new system contracts for improved prefabricated buildings, photovoltaic systems.
ECLAC	Dt3	D, E, F, G	
ESCAP	Dt2, Ex1, Ex2, Ex4		20% utility reduction.
ESCWA			Information not available
FAO	Dt4, Ex2, Ex5		Water bottles initiative.
IAEA	Dt3, Dt5 , Ex2, Ex6	G, K, N, S	Plastic bags initiative.
ICAO	Dt2, Dt3, Dt5, Ex1, Ex2, Ex5	C, D, G	LEED certification Air travel calculator development.
ILO	Dt0, Dt2, Dt4, Dt5	C, E, F, F, H, I, K, T	Dt0 included in ILO Strategic Policy Framework 2010-15. E: 40 t CO_2 emissions reduction. F: 600 t CO_2 emissions reduction. K: 750000$ saving on air travel.
IMO	Dt2, Dt5, Ex2	C, N	
ITU	Dt4, Dt5, Dt8, Ex2, Ex4, Ex5	J, K, R	
UN SECRET NY	Capital Master Plan: Dt1, Dt2, Dt5, Dt6, Dt7, Ex1	A, C, D, E, K, O, P	Renovation of NY HQ will result in at least 45% reduction of CO_2 emissions.
UNCCD	Dt0, Dt5	L, M	
UNCTAD	Dt0, Dt2, Ex1, Ex2, Ex5		In-house strategy. Staff commuting.
UNDP	Dt0, Dt4	J	LEED certification.
UNEP	Dt0, Ex5, Ex9	Q, R, S, T, V, W Actions A-P are managed by UNON	Climate neutral since Jan 2008.
UNESCO	Dt2, Dt5, Ex2, Ex3,	C, D, E, F, K, O, R, S, T,	Heating efficiency.

Organization	Policies/practices[a]	Implementation/actions[a]	Remarks
	Ex5	V	
UNFPA	Dt3, Dt6, Ex0, Ex2, Ex5, Ex6	G, H, O, Q, R, T	Adopted in-house green office guide. Green Learning Programme.
UN-HABITAT			See UNON
UNHCR	Dt5, Ex0, Ex2, Ex4, Ex9	K, Q, R, T, U, W	In-house environmental guidelines.
UNICEF	Dt0, Ex5		
UNIDO	Dt0, Dt1, Dt2, Dt3, Dt6, Dt7, Ex1, Ex2, Ex5, Ex7, Ex8	A, B, C, D, E, G, F, H, J, K, M, N, O, P, T	Set-up of UNIDO Climate Team. Upgrading of elevators.
UNOG	Dt1, Dt2, Dt6, Ex0, Ex4	B, E, O, R	E: solar panels.
UNON	Dt0, Dt2, Dt6, Ex1, Ex2	E, O, T	UNON's new office facility will be energy neutral by early 2011.
UNOV/UNODC	Dt0		Implementation of in-house environmental strategy document.
UNRWA	Ex1, Ex2	T	
UNWTO	Dt2, Dt3, Dt5, Ex5	E, G, K, L, Q, R	Refrigerant/heating consumption.
UPU	Dt2, Dt3, Dt5, Ex3	C, D, G	Economy class only travel. D: -58% energy consumption.
WFP	Dt1, Dt2, Dt3, Ex1	B, E, G	E: -17% gas consumption, B: -16%.
WHO	Dt2, Dt3, Ex1, Ex2		Future renovation of HQ studies give estimate of 80% reduction of CO_2 emissions related to power generation and electricity consumption.
WIPO			Information not available
WMO	Dt2, Dt5, Ex0, Ex2, Ex8	C, E, K, M, S	

[a] Refer to typology in table 2. B

C. Carbon offsets purchases made by individual United Nations organizations

17. Five United Nations system organizations have declared themselves to be, or will become, climate-neutral or carbon-neutral: the Global Environment Facility (GEF) secretariat, the secretariat of the Basel Convention, the secretariat of the Convention on Biological Diversity, UNEP and the World Bank Group.

18. Six other organizations (FAO, ILO, UNDP, Economic Commission for Europe, United Nations/International Strategy for Disaster Reduction and the United Nations Secretariat) have made specific high-profile events or meetings entirely or partially climate-neutral.

19. Some organizations have indicated that they have put forward proposals to include financial provision for offsetting in the 2010–11 biennium. Such proposals were approved for the World Tourism Organization (UNWTO) and the Basel Convention.

20. Table 3 below gives an overview of the data available on offset purchases made by individual United Nations organizations, based on interviews and the questionnaire survey carried out by the JIU.

Annex III Table 3 Carbon offset purchases made by individual United Nations organizations

Organization	Activity that was offset (*)	Amount of CO_2 in tonnes	Price	Type of offset and provider	Source of funds	Year	Status
UNEP	Offset quantity based on UNEP/SUN/DTIE assessment of types of UNEP activities	11,508	$225,796	CDM projects on biogas cogeneration in Nicaragua and wind power in India; EcoSecurities Capital	UNEP environment fund (core budget)	2008	Request for proposal issued
Global Compact	International meetings	1,800	$17 per tonne $50,000	Gold Standard CERs and VERs; MyClimate	Contributions from private sector participants and sponsorship	2007-2010	CERs issued for $25,000 for period 2007-2009
ILO	Forum on Decent Work for a Fair Globalization, Lisbon, 31 October to 2 November 2007						Implemented
United Nations Office for Partnerships/Office of the Secretary-General	2009 UN Climate Summit (Travel of one representative and alternate per delegation)		$40,000		United Nations Foundation		Implemented
Office of the Secretary-General	Not specified	5,000 - 10,000 with		Gold Standard CERs	Not specified	Date of EOI 24	EOI process started and

Organization	Activity that was offset (*)	Amount of CO_2 in tonnes	Price	Type of offset and provider	Source of funds	Year	Status
expression of interest (EOI) advertised by United Nations Procurement Division		possibility of extension of additional 2,000 - 4,000				August 2009	stopped
UNDP	Summit 2007						
UNDP	Summit 2008	1,300		Gold Standard CERs ; Atmosfair GmbH			Implemented
UNDP	Various meetings			Tri-Corona			
Basel Convention Secretariat (**)	Travel	Unknown	$10,000 per year		BC Trust Fund	2009 and 2010	Allocated but not implemented, subject to UNEP HQ instructions
CBD Secretariat	Staff travel and meeting participants	10,200	Exchange of services	Offsets from Parana, Brazil (to be certified) Green Pelt (via UNON)	$10,000 from GEF	2008-2010	
FAO	Conference on World Food Security meeting	1,360	$48,600 (€32,650)	CERs Hydro-electricity project Honduras	Sponsors, participants, U.K. Government	2008	CERs issued
UNWTO	2008 GHG emissions	900					Principle approved by General

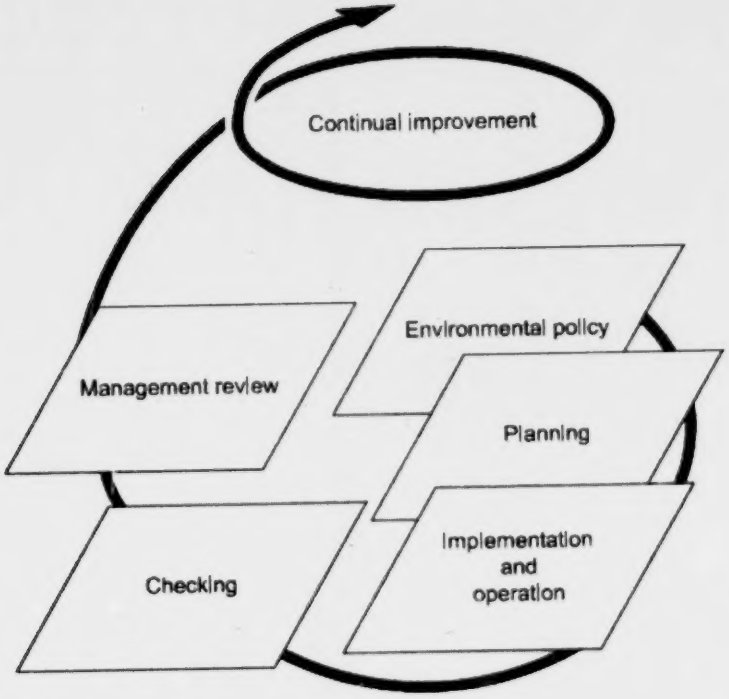
Organization	Activity that was offset (*)	Amount of CO_2 in tonnes	Price	Type of offset and provider	Source of funds	Year	Status
							Assembly in October 2009
UNIDO	Global Renewable Energy Forum 2009 meeting						No information obtained
UNCCD	Ninth session of Parties (COP9) meeting		€15.13 per tonne including 13% statutory programme support cost.	Reforestation project and solar stoves project in Argentina. Certifying company: Ecometrica Ltd.	Sponsors, participants, Argentinean Government	2009	Final report expected by end of January 2010

(*) Unless otherwise indicated, the activity that was offset was air travel of participants attending the international meeting concerned.
(**) Source of information: UNEP/CHW.9/35

Annex IV

METHODOLOGY FOR ENVIRONMENTAL MANAGEMENT SYSTEM

"Plan, do, check, act" methodology for EMS



From: ISO 14001 Standard.

Annex V

OVERVIEW ON ACTION TO BE TAKEN BY PARTICIPATING ORGANIZATIONS AND MEAS ON JIU RECOMMENDATIONS

JIU/REP/2010/1

		Intended impact	United Nations, its funds and programmes													Specialized agencies and IAEA												
			United Nations*	UNCTAD	UNODC	UNEP	UN-HABITAT	UNHCR	UNRWA	UNDP	UNFPA	UNICEF	WFP	MEAs	OTHERS	ILO	FAO	UNESCO	ICAO	WHO	UPU	ITU	WMO	IMO	WIPO	UNIDO	UNWTO	IAEA
Report	For action		X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X
	For information and review		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	X	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Recommendation 1		c	E																									
Recommendation 2		c	L																									
Recommendation 3		a	L																									
Recommendation 4		d	E	E	E	E	E	E	E	E	E	E	E	E		E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 5		f	E			E								E (**)														
Recommendation 6		c	E	E	E	E	E	E	E	E	E	E	E	E		E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 7		c	E	E	E	E	E	E	E	E	E	E	E	E		E	E	E	E	E	E	E	E	E	E	E	E	E

Legend:

L: Recommendation for decision by legislative organ

E: Recommendation for action by executive head

☐: Recommendation does not require action by this organization

Intended impact: **a:** enhanced accountability **b:** dissemination of best practices **c:** enhanced coordination and cooperation **d:** enhanced controls and compliance **e:** enhanced effectiveness **f:** significant financial savings **g:** enhanced efficiency **o:** other

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-HABITAT, UNHCR, UNRWA. "MEAs" covers secretariats of Multilateral Environmental Conventions and the Multilateral Fund. For the purpose of the review, "others" covers IPCC, IEA, OECD and ISO.

** Addressed only to UNFCCC.

	Report		Intended impact	United Nations, its funds and programmes														Specialized agencies and IAEA													
	For action	For information and review		United Nations*	UNCTAD	UNODC	UNEP	UN-HABITAT	UNHCR	UNRWA	UNDP	UNFPA	UNICEF	WFP	MEAs	OTHERS	ILO	FAO	UNESCO	ICAO	WHO	UPU	ITU	WMO	IMO	WIPO	UNIDO	UNWTO	IAEA
Recommendation 8			c	E	E	E	E	E	E	E	E	E	E	E	E		E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 9			a	E	E	E	E	E	E	E	E	E	E	E	E		E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 10			a	E	E	E	E	E	E	E	E	E	E	E	E		E	E	E	E	E	E	E	E	E	E	E	E	E
Recommendation 11			c	L																									
Recommendation 12			b	E																									